

28th - 31st May, 2018
Maputo, Mozambique,

**CO-OPERATIVE
LEADERS/MANAGERS AND
MINISTERIAL CONFERENCE
TECHNICAL COMMITTEE
MEETING:**

REPORT

WHAT ZERO HUNGER LOOKS LIKE



Growth, Stability



The Zero Hunger Challenge

4. Find your partners



Acknowledgement

The Alliance Africa, on behalf of its Board of Directors and the Regional Director would like to thank the government of Mozambique and its member Associação Moç. Para Promoção do Cooperativismo Moderno (AMPCM) for hosting the Co-operative Leaders/Managers and Ministerial Conference Technical Committee meeting.

We extend our deepest gratitude to all our distinguished speakers, session moderators and facilitators for their commendable work during this meeting. Finally, we acknowledge the financial support from our sponsors that enabled us to carry out this endeavor.

Thank You to Our Gold, Silver and Bronze sponsors



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List of acronyms

1. AAACO	Alliance Africa Agricultural Co-operative Organization
2. ACCOSCA	African Confederation of Co-operative Savings and Credit Associations.
3. CMC	Africa Co-operative Ministerial Conference
4. AMPCM	Associação Moçambicana Para Promoção do Cooperativismo Moderno
5. BCI	Banco Comercial e de Investimentos
6. BDS	Business Development Services
7. CAADP	Comprehensive Africa Agriculture Development Programme
8. CSOs	Civil Society Organizations
9. CSR	Corporate Social Responsibility
10. FAO	Food and Agriculture Organization of the United nations
11. ICA	International Co-operative Alliance
12. ICT	Information Communication Technologies
13. MCTC	Ministerial Conference Technical Committee
14. MDGs	Millennium Development Goals
15. SMEs	Small and Medium Enterprises
16. NCBA CLUSA	National Co-operative Business Association CLUSA International
17. Rs	Rupees
18. SDGs	Sustainable Development Goals
19. UN	United Nations
20. ZINAHCO	Zimbabwe National Association of Housing Co-operatives

Ministerial Conference Technical Committee Thematic Conference Report

Thematic Conference: 'Co-operatives for Zero Hunger in Africa'

1. Introduction

The 2030 Agenda for Sustainable Development builds on what the Millennium Development Goals (MDGs) did not complete. The Agenda 2030 has 17 Sustainable Development Goals (SDGs) namely: No Poverty, Zero Hunger, Good Health and Well Being, Quality Education, Gender Equality, Clean Water and Sanitation, Affordable Clean Energy, Decent Work and Economic Growth, Industry Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life below Water, Life on Land, Peace, Justice and Strong Institutions and Partnerships for the Goals.

The 169 Targets corresponding to the above 17 Goals, are integrated and indivisible and balance the economic, social and environmental dimensions of sustainable development. The Goals and Targets are designed to stimulate action over the next 15 years in areas of critical importance for humanity and the planet, which are also at the core of the co-operative movement in Africa. In this regard, the Alliance Africa has had a series of discussions since 2014 notably one in 2016 which focused on Co-operatives in Africa embracing the Sustainable Development Goals. Thereafter, the Alliance Africa resolved to start unpacking the 17 SDGs to raise awareness and work together with the co-operatives and other stakeholders towards achieving them. In 2017, the discussions focused on SDG 1 with the theme of "Propelling Co-operatives in Africa to End Poverty". This year the conference focused on SDG 2, with the theme, '**Co-operatives for Zero Hunger in Africa.**'

2. Organization

The Co-operative Leaders/Managers and Ministerial Conference Technical Committee meeting was organized in five days. During the first day, the Alliance Africa Regional Board met. The second day was dedicated to the pre-conference which was co-sponsored by the European Union; a follow up meeting for the establishment of the Alliance Africa Agriculture Co-operative Organization (AAACO). The third day was a thematic conference for the Ministerial Conference Technical Committee (MCTC) meeting. The fourth day was the actual Ministerial Conference Technical Committee (MCTC) meeting and finally the fifth day was dedicated for field visits.

3. Opening Ceremony

In his welcoming remarks, **Mr. Cecílio Valentim**, Executive Director of the Mozambican Association for the Promotion of Modern Cooperativism (AMPCM), said that the essence of cooperativism lies in the fact that Cooperation is better than competition and Co-operative members join together to resolve their socioeconomic aspirations based on self-participation, free and voluntary membership, group decision and focus on their own sustainability and Mozambique has everything to succeed and prosper because it has extensive arable land, water, forests, Favorable agro climatic conditions , young productive force, natural resources in quantity and quality, what is missing is to transform these resources internally through the creation of processing industries , certification and packaging that meet the limitations of the entire value chain, only then most of the gains and wealth will stay in our economy to benefit our people and the country.



He ended by appealing to young entrepreneurs to add synergies and potentialities through the creation of co-operatives that are business-oriented and socially supportive and can be managed by their own owners and only in this way Mozambique and AFRICA would experience a quickly solve socio-economic problems in the most inclusive and sustainable way that everyone wins and the country's economy becomes stronger and enrich people's lives. Finally, he invited the president of AMPCM, **Ms. Helena Bandeira** to make her remarks.



The president of the Mozambican Association for the Promotion of Modern Co-operatives (AMPCM), **Ms. Helena Bandeira** said in Maputo that after approval in Mozambique of the new General Law of Co-operatives in 2009, co-operatives demand urgent approval of the respective regulation. Helena Bandeira spoke at the opening of the International Conference of Co-operatives Leaders/Managers and MCTC meeting held in Maputo, from 28 to 31st May 2018, an event that brought together more than 25 countries and around 180 business leaders, managers of co-operatives in the world. We note with satisfaction that the matter relating to cooperativism in

Mozambique has not only been assumed by the Government but has also been engaged in the preparation of packages and normative instruments to regulate the sector, which is witnessed by the recent reception of our proposal for a Regulation of the General Law of Co-operatives, this law was unanimously approved by the Assembly of the Republic in 2009, "said Helena Bandeira, President of AMPCM, adding:" We continue to make efforts to mechanisms for lobbying for approval of the regulation and the tax regime applicable to the Co-operative sector in Mozambique.

The Regional Director of the Alliance Africa **Dr. Chiyoge B Sifa (Mrs.)** thanked the participants for finding time to participate in the meeting and noted that she combined her remarks in a presentation which followed the opening ceremony of the Ministerial Conference Technical Committee meeting (MCTC). She then invited the Alliance Africa President, Mr. Stanley Muchiri to make his remarks.

In his remarks, the president of the Alliance Africa **Mr. Stanley Muchiri**, welcomed the participants to Maputo Mozambique. The president, indicated that progress has been made over the past few decades in eradicating poverty, but still globally people continue to live in extreme poverty; where half of them are from Sub-Saharan Africa. Majority of them being from rural areas and depend on agriculture for their survival.



He further noted that as a continent we are facing considerable challenges in attaining Zero Hunger. These impediments have been necessitated by low agricultural productivity, climate change, environmental degradation and high levels of youth unemployment.

The president called upon all stakeholders to work together looking at what has been done already, such as the unified approach to end hunger in Africa which culminated to the signing of the Comprehensive Africa Agriculture Development Programme (CAADP), a precursor to the 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

In his concluding remarks, he reminded everybody to show their solidarity and commitment to the development goals. He urged everyone to take advantage of the newly developed International Co-

operative Alliance online platform called **Co-opsfor2030** and make their pledges to help achieve the SDGs goals.

The chief guest, Permanent Secretary in the Ministry of Justice, Constitutional and Religious Affairs **Hon. Arlindo Langa**, who opened the MCTC meeting, thanked **Associação Moçambicana Para Promoção do Cooperativismo Moderno (AMPCM)** and **the Alliance Africa** for the invitation to the Co-operative leaders/managers and MCTC meeting. He conveyed an apology for the absence of the Hon. Minister for Justice, Constitutional and Religious Affairs who was supposed to grace and officiate over the opening ceremony of the event, but due to his busy schedule, he could not make to the event as scheduled.

Hon. Arlindo reminded the participants that Africa had just celebrated the **Africa Day** whose theme was 'Win War against Corruption'. He noted that the theme aligned well with the conference discussions, centered on SDG 2- Zero Hunger in Africa, and noted that co-operatives are very important instruments for sustainable economic growth, more particularly in the growth of Mozambique economy.



Hon. Arlindo Langa continued to assert that Mozambique's development priorities include; the promotion of employment and improvement of production which includes the deep desire to have a food secure country. He assuredly noted that co-operatives are the solutions to the social economic problems the continent is facing. Therefore, leveraging on technology and innovation will have a lot of impact on the productivity and development, over and above what the Co-operative movement is doing.

Hon. Arlindo concluded his remarks by asserting that the government of Mozambique reaffirms their full support and commitment to create a favorable environment for the functioning and strengthening of co-operatives in Mozambique. This includes making sure that the legal instruments, which are still open, especially the Regulation of the Co-operative Law and Tax Regime for consultations are finally approved. In addition, he asserted that the Co-operative Law Regulation and the Fiscal Regime will be suited to allow the Co-operative movement in Mozambique led by the AMPCM, has all the legal conditions and instruments in place for their effective operation. This will aid them to do much more for the socio-economic growth of Mozambique, Africa and the World. He wished everyone to do their best to the successful implementation of the sustainable development goals and declared the Ministerial Technical Committee conference and meeting open.

4. Conference Presentations

a) Presentation by Dr. Chiyoge B. Sifa, Regional Director the Alliance Africa

Dr. Sifa's presentation focused on a brief description of what co-operatives are, brief summary of the International Co-operative Alliance (The Alliance) and its regional offices, the Africa Co-operative Development Strategy 2017-2020 and a brief overview on strengthening the regional voice for co-operatives in Africa.

Dr. Sifa started by her presentation noting that the International Co-operative Alliance's Statement on the Co-operative Identity defines co-operatives as an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise. As businesses driven by values not just profit, co-operatives share internationally agreed principles and act together to build a better world through cooperation. Putting fairness and equality at the heart of the enterprise, co-operatives around the world are allowing people to work together to create sustainable enterprises that generate long-term jobs and prosperity.



Co-operatives bring people together in a democratic and equal way. Whether the members are the customers, employees, users or residents, co-operatives are democratically managed by the 'one member, one vote' rule. Members share equal voting rights regardless of the amount of capital they put into the enterprise. They allow people to take control of their economic future and, because they are not owned by shareholders, the economic and social benefits of their activity stay in the communities where they are established.

The Alliance is the apex organisation for co-operatives worldwide, representing 309 Co-operative federations and organisations across 107 countries (figures of May 2018). The members of the Alliance are national level Co-operative federations, individual Co-operative organisations and government offices concerned with co-operatives one in every six people on the planet are cooperators. Through its membership, the Alliance represents 1,2 billion members of co-operatives from any of the 3 million co-operatives worldwide.¹

In its quest to represent the Co-operative members in the world, the Alliance has made notable progress in meeting its member's obligations as well as being recognized as an equal partner in the implementation of the SDGs. At the same time, co-operatives have been singled out as enablers of social-economic empowerment of the populace. The specific and unique legal and financial framework of a co-operative is fully acknowledged and recognised in public policy and regulation, and that there should be a level playing field with other forms of business, and that there should be greater diversification of the global economy.

The Africa Co-operative Development Strategy 2017 - 2020 presents a road map for co-operative enterprise development in Africa over the next four years. The strategy specifically, aims to address the Africa co-operative movement's special development goals to improve members' socio-economic situation by leveraging on the benefits of a co-operative enterprise. The overall theme of this Strategy is Inclusive Growth, a concept that advances equitable opportunities for economic growth with benefits incurred by every section of society, and the transition to sustainable development. The strategy is anchored on the pillars of engagement, sustainability, Co-operative identity and image, legal frameworks and Co-operative capital.

¹ <https://ica.coop/en/the-alliance/about-us>

In her concluding statement, Dr Chiyoge B. Sifa asserted that though Africa is rich in resources, these resources are not evenly distributed along land and tribes. Africa's human capital endowment, the skills and capacities that reside in the continent, if put to productive use, can be a more important determinant of its long term economic success than virtually any other resource.

b) Background paper on the Causes and Mitigation Strategies for Food Insecurity in Africa



The Video presentation was done by **Mr. Serge Raymond Nakouzi**, Deputy Regional Representative for Africa, FAO office in Ghana. He expressed his appreciation, on behalf of the Regional Representative, **Mr. Bukar Tijani** for the invitation to the MCTC meeting.

Mr Nakouzi noted that food and agriculture is key to the vision of sustainable development and realizing the UN Sustainable Development Goals 2030, more specifically Goal No. 2. In his statement, he noted that according to the 2017 Africa Region Overview of Food Security and Nutrition report published by FAO, shows good progress in reducing the prevalence of undernourishment until 2010 when it drop from 178 Million people in 2000 to 171 million people in 2010 who were affected by undernourishment. However, the prevalence of undernourishment appears to have risen from 20.8 to 22.7 percent between 2015 and 2016, and the number of people undernourished rose from 200 to 224 million, accounting for 25 percent of the 815 million people undernourished in the world in 2016, the report shows. This African trend is line with the global prevalence which rose from 10.7 % in 2014 to 11% in 2016; the trend is predicated to rise further in 2017.

He further highlighted, despite the rising prevalence of undernourishment, rates of stunting continue to decline while levels of overweight and obesity continue to grow, notably in Southern Africa in terms of the latter. Progress towards the World Health Assembly global nutrition targets has been poor and a majority of countries need to step up their efforts, especially with regard to reducing anemia in women of reproductive age as well as stunting and wasting in children. The prevalence of undernourishment is about twice as high in conflict-affected countries with a protracted crisis than in countries not affected by conflict, and nutrition outcomes are also generally worse in these countries.

Drivers of the worsening situation in 2015 and 2016 in many countries in the region included adverse climatic conditions, often linked to the El Niño phenomenon, resulting in poor harvests and the loss of livestock. Conflict, sometimes in combination with drought or floods, also contributed to severe food insecurity in several countries such as the famine declared in South Sudan as well as the crisis-level food insecurity at risk of turning into famines faced in northern Nigeria and Somalia. Lower commodity prices and a difficult global economic environment have furthermore contributed to the worsening food security situation, including for the largest regional economies, Nigeria and South Africa.

The Comprehensive Africa Agriculture Development Programme has contributed significantly to raising agricultural public investment and growth, reducing poverty and advancing mutual accountability in sub-Saharan Africa. This momentum needs to be sustained through effective implementation and delivery on the goals of the Malabo Declaration on agriculture, integrating it with the 2030 Agenda on Sustainable Development and the Decade of Action on Nutrition.

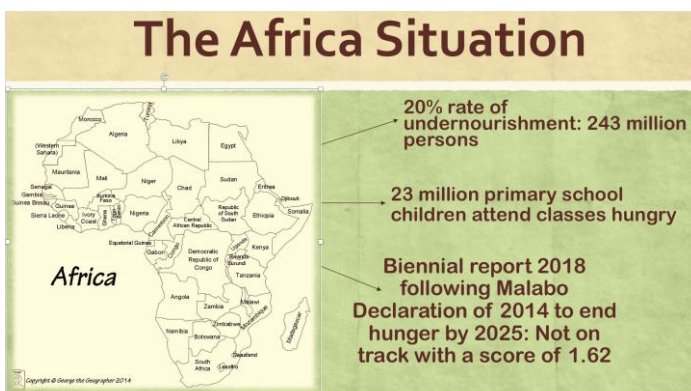
In his concluding words, Mr Nakouzi noted that partnerships and collaborations are key to achieving food security. Africa is the youngest continent in the world, leveraging on the potential vested in them

will help to improve food security. Regional integration, opening up of the continent free trade area, elimination of food tariffs on intra-Africa trade are some of the additives to overcoming food insecurity in the continent. Agriculture is necessary to achieving the Africa we want by 2063, and this calls for strategic partnerships of various stakeholders such as co-operatives and producer organizations to design strategic approaches that will contribute to rural transformation. Co-operatives and producer organizations should be part and parcel of the policy making processes, to influence the rules of the game. Co-operatives empower their members to achieve their dreams, food security being one of them.

c) Presentations on, ‘how can private, CSOs, UN agencies and National Authorities cooperate to achieve SDG 2-Zero Hunger?’ *Sharing experiences, realizing market opportunities and best-case practice.*

The session was moderated by **Mr. George Ombado** CEO, African Confederation of Co-operative Savings and Credit Associations. Presenters included: **Hon. Bholah Soomilduth**, Minister for Business, Enterprise and Co-operatives in Mauritius, **Ms. Hani May** of FAO Global, **Mr. Alex Serrano** Vice President of Strategic Development NCBA CLUSA, **Mr. Mike Duru** president ZINAHCO and **Mr. Chissungue Haje Antonio** CEO MIRUKU COOP.

In Africa, 20% equivalent to 243 million people are undernourished, 23 million school going children attend classes hungry, **Hon. Bholah Soomilduth noted.** The Inaugural Biennial Report reveals that commitment number 3, Ending hunger by 2025, is not on track, with a score of 1.62 compared to a benchmark of 3.17 in 2017. The report also highlighted that this trend is closely associated with the increase in conflicts in Africa, exacerbated by climate-related shocks, drought and other factors that threaten to reduce the agricultural and livestock productivity of the African continent. The warning sign that Africa needs to step up its efforts and find new ways working with its partners towards the ambition of ending hunger in Africa by 2025 is thus clear.



In his presentation, the minister noted that to end these challenges, we need to work in partnership with multilateral organizations, governments, the private sector, civil society, foundations, and other stakeholders at the global, local, and sub-national levels. With the help of the private sector to spur inclusive and sustainable growth, create good jobs, and improve the quality of people’s lives leading to reduce poverty and hunger in the continent.

The golden triumvirate shows the synergies that are needed address hunger and poverty; we need community-based approaches that build social cohesion and the capacity of local institutions and actors. Improved governance that can deliver equitable services is essential.

The national governments need to form committees that look into strategic interventions in reducing and eliminating hunger. These committees need to work with government officials, produce organizations, the private sector, universities, research institutions, parliamentarians, the marginalized groups in the society and the media to generate benefits for the poor and food security. Addressing such challenges as market inefficiencies, which remain primary handicaps for farmers. The national committees should at the same time focus on improving Infrastructure to open up market access to local markets, and regional market.



No single individual, group or government can take on this monumental challenge alone. We have seen over the last few years just how quick and significant progress can be when we have the vision to work together. Massive investments are needed to implement sustainable development; the role of private sector is critical in providing the required sources of financing that is needed in developing countries. Governments need to work more effectively with the private sector to leverage on its investments. The impressive progress so far will not be sustained and accelerated without new investment from both the private sector and developing countries themselves, in addition to traditional donors.

The private sector has an important role to play in the development of an economy, and society at large. However, the supply of environmental, social or other goods with public character is believed to be government and rule rather than market-driven. But what happens when governments and rules fail to provide these goods and services? While, it appears that markets and corporate behavior won't be able to reach a social optimum, but joint efforts from the CSR can be welfare optimal. Eventually improved public politics and CSR may even be



mutually reinforcing elements in the fight against hunger and undernourishment.

CSOs play a critical role in the fight against hunger given their technical expertise, their proximity to and representation of the hungry and poor, and their increasing presence in the field. CSOs seem to have various platforms at which they can articulate for policies and other strategic interventions in food security, both globally and nationally depending on the prevailing conditions in each country.

About 1,143 Co-operative societies in Mauritius and Rodrigues are engaged in more than 40 economic activities, generating a combined turnover exceeding Rs 5.5 billion. If, in the past,

Cooperatives - Mauritius

CO-OP MOVING
FORWARD TOGETHER

- Food production: sugarcane, vegetables, fruits, milk, meat and fish
- 65% onion production; 70% vegetables production; 45% potato production; 10% national sugar; 1.9 tons by-catch fish; 65 tons fresh fish
- Provision of State Land, irrigation and infrastructural facilities and support schemes by the Government
- New Strategic Plan 2018-2020 launched
- Cooperatives encouraged to adopt modern techniques of production

Co-operative societies were mainly engaged in the agricultural sector, essentially sugarcane and vegetable cultivation and cattle breeding, over time they entered such activities as financial services and consumer goods distribution today. Today, Co-operative societies are making inroads into renewable energy and aquaculture farming. According to official statistics, nearly 65% of our onion production, 45% of potato and 70% of vegetable production are met by Co-operative societies. Even private bus operators that account for 40% of the public transport network operate as Co-operative societies.

In his concluding statement, Hon Bholah reiterated the critical role that co-operatives play in raising the socio-economic well-being of people. Co-operatives should engage in generating employment, boosting national economies, reducing poverty, improving food security and consolidating co-operatives in growth and policy decisions.

Ms. Hani May started her presentation by indicating that eradicating hunger and rural poverty has been at the heart of FAO's work since its establishment in 1945. This is reflected in FAO's Strategic Vision which strives for "A world free from hunger and malnutrition where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner." FAO support governments and partners to mainstream food security, nutrition and sustainable agriculture in their public policies and programmes. As such, Zero Hunger permeates all areas of FAO's work, as we deploy an integrated approach to tackle the root causes of poverty and hunger, and the sustainable management of natural resources. FAO. 2018. (Corporate Communication Strategy; FAO. 2017. Communicating Zero Hunger).

In 2015, Zero Hunger became the second of 17 goals listed in the 2030 Agenda for Sustainable Development. Governments have committed to combat hunger, food insecurity and malnutrition and to reflect this in their policies, investments and legislation. In this unprecedented approach, governments have acknowledged that unless we change how we grow our food and manage our natural resources, food security and nutrition will continue to be at risk. Ever since FAO has dedicated itself to three of the biggest, interlinked challenges of the SDGs: **ending extreme poverty, hunger and malnutrition; promoting sustainable agriculture**, and sustainable use of biodiversity and natural resources for development; and combating and fostering **resilience to climate change**. SDG 2 envisages the complex inter-linkages between food security, nutrition, rural transformation and sustainable agriculture.

Some of the paradoxes around other related SDGs in our rural areas indicate that, for SDG1: 750 million living in extreme poverty. 4 out of 5 poor people live in rural areas. Majority of them work depend on agriculture for a living. SDG2 Zero Hunger close 815 million go hungry meaning that 1 out of 9 people are hungry, SDG12: Responsible consumption and production: we produce enough food for everyone. Yet, 1/3 of all food we produce is lost. SDG8:

Decent work and economic growth: agriculture employs up to 60% of workers in some less developed countries. In low-income economies, agricultural growth can reduce poverty by half.



SDG5: women produce about half of the world food. Yet have much less access to resources and services to improve their production and income.

Hani indicated that, SDGs are beyond any of us, but not all of us. They demand action by everyone and call for new ways of working together. Partnership, solidarity and a willingness to come together across regions, countries, sectors, professions among others are the key enablers.

Of the 560 million farms worldwide, some 90% are family farms. Globally there are more than 500 million family farms, managing 70-80 % of farm land, and producing 80% of the world food. Family farming is the prevalent form of agriculture. The majority of these farms are small, with about 72% of all farms are smaller than 1 hectare, and 94% are smaller than 5 hectares. It is worth noting that women make up more than 43% of the agricultural labor force worldwide, and up to 50% in Eastern and Southeastern Asia and Sub-Saharan Africa. Small-scale family farmers produce the majority of the world food, reaching up to 80 % of the food supply in Asia and sub-Saharan Africa. Yet, poverty is widely spread among small-scale farmers. About 75% of the poor live in rural areas majority of them depending on agriculture and natural resources for their livelihoods. This gives a clear picture of the significance of small-scale family farming for achieving food security and reducing rural poverty. Ending hunger and poverty begins in rural areas. Improving livelihoods of small-scale family farmers is key to ending hunger and reducing poverty.

Policy and institutional environment governing agriculture and rural development is changing with the influence of major global trends since the 1990+, creating new challenges for small farmers. Some of the global trends that have helped to shape policy and institutional changes include role of the state, structural adjustments, decentralization and privatization, institutional landscape, pluralistic of service systems and trade liberalization. These trends have eventually led to new challenges for smallholders who face increased exclusion, high competition, risks of partiality of services, weak accountability and coordination. The implications are far reaching in terms of shift in roles, shift in focus, shift in perspective and approach. With this changing development landscape came a renewed recognition of the pivotal role of co-operatives, producer organizations and other forms of farmer collectives in sustainable agriculture and rural development.

FAO perceives Co-operatives, producer organizations and other forms of farmers' collectives as a prospective business model to help overcome constraints and improving small-scale farmers' access to services, finance and markets, and creating a viable pathway for change towards inclusive agricultural and rural development. The multiple roles that co-operatives and producer organizations play can be clustered in 3 critical functions to help overcome smallholders' constraints: **Service provision** both as direct providers and as mediators with other service providers, **Collective economic operations** by pooling resources, aggregating produce, bulk purchase, accumulating assets, infrastructure and machinery, and reducing transaction costs and **Voice and agency** which includes lobbying, demand articulation, negotiation, mediation and policy dialogue. Strengthening capacities of producer organizations and support institutions to enable small-scale family farmers to act collectively to access services and information, link to markets, manage their farms as sustainable businesses, and take an active part in sustainable rural development, hence contributing to valuable results the members and communities leading to increased productivity and profitability to improve smallholder livelihoods.

For co-operatives to achieve their potential, they must consider the critical factors both internal and external that affect/influence their operations. National authorities, support institutions and development partners need to consider these factors when promoting Co-operative development and ensuring an enabling environment that goes beyond the policy and legal framework to include

favourable institutional setup and arrangements recognizing the central role of co-operatives in concert with other actors. It is therefore imperative for FAO to support policy and regulatory processes to enhance coherence and address bottlenecks, analysis of the institutional setting and roles of different actors to identify gaps and opportunities, support service systems for successful market orientation and generating evidence based on good practices on development. She concluded her presentation by asserting that, ‘the SDGs are beyond any of us, but not all of us. They demand action by everyone and call for new ways of working together. Partnership, solidarity and a willingness to come together across regions, countries, sectors, professions etc are the key enablers. This is what works. FAO will be a partner’s partner for all who are genuinely committed to ending hunger by 2030.’

Mr. Alex Serrano, Vice President of Strategic Development NCBA CLUSA, started his presentation by giving a brief background of his organization, which is the oldest and largest trade association for co-operatives based in USA. NCBA CLUSA has worked in over 85 countries in the areas of food security, agricultural development, strengthening of communities and farmer organizations, community-based health, natural resources management, and empowerment of smallholder farmers, women, and youth. Their current operation is in Africa, Latin America, and Asia.

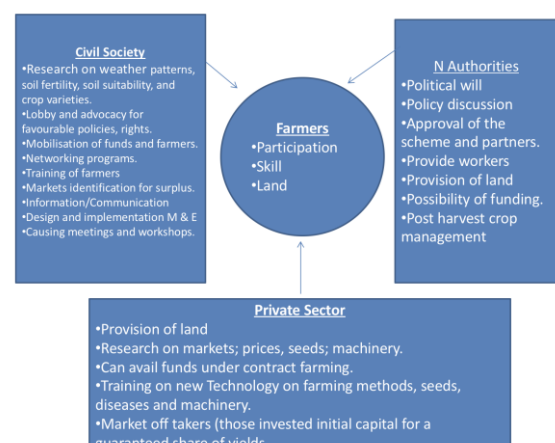


He noted that inclusive economy is one in which there is expanded opportunity for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being. These include economic growth as well as other factors that affect social cohesion and political stability. All members of society should have an opportunity to contribute to economic growth and benefit from that growth. Five key characteristics are inherent in this form of inclusive growth; these include equity, participation, growth, stability and sustainability.

The private sector, CSOs, UN agencies and governments must cooperate to reduce hunger in the world. They should promote market systems that empower smallholder farmers to compete in lucrative value chains to increase wealth, improve nutrition and build resilience, coordinate agricultural interventions with synergistic actions, create an enabling environment, pragmatic policies and support sustainable partnership models, facilitate the provision of agriculture good and services as well as maximize the impact of technologies and create inclusive food systems.

Co-operatives have fallen short in the delivery systems, thus calling upon market driven research that contributes to productivity and improvement of agricultural inputs is key. Looking at post-harvest handling techniques will not only reduce losses but foster availability of relatively more food to curb the challenges of hunger. Zero hunger is when there is stability in growth, sustainable production, and equitable participation of all stakeholders in the fight against hunger.

In his presentation **Mr. Mike Duru** President, Zimbabwe National Association of Housing Co-operative noted that SDG 2-Zero Hunger seeks to end hunger, achieve food security and improved nutrition and promote sustainable agriculture. Vision 2030 calls for all countries and stakeholders to work together to end hunger and prevent all forms of malnutrition by 2030.



The future of states and the world at large lies in a strong relationship between the National Authorities, Civil Society Organizations (CSOs) and Private sector. There is paradigm shift to inclusive governance models that incorporate the contribution of CSOs and private sector. The diagram below summaries the roles each of the stakeholders need to play to end hunger.

Mr. Duru continued by sharing best practices from Kyrgyzstan, Zambia and Cameroon. The lessons from the cases above, shows how CSOs can organize local people into Self Help Groups (SHGs). Government can also provide seed capital to microfinance institutions who in return will onward lend to the self-help groups at affordable rates. Access to land for agriculture can further be eased by allocating farmlands to registered self-help groups to share to their members. At the same time producer organizations can be trained on mitigation and adaptation strategies to plan for climate risks. Promotion of climate resilient agriculture is key to food security.

Mr Haje Antonio CEO MIRUKU COOP, started by giving a brief description of MIRUKU Coop. MIRUKU means, 'Idea' in Emakua language and their moto is to share ideas with all and committed stakeholders in supporting sustainable development. The Co-operative was started to offer business development services specializing in project cycle management, strengthening small and medium enterprises, organization development of farmer and producer organizations, governance processes and engaging in local participatory development.



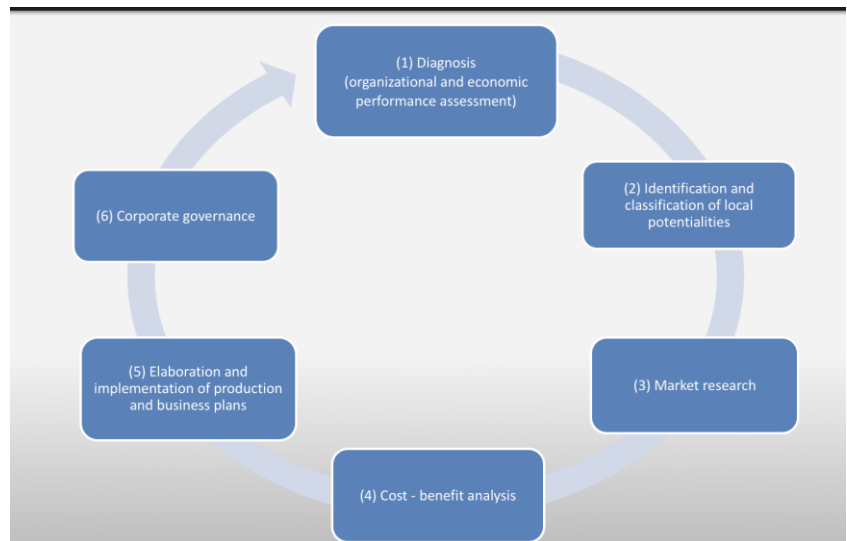
Small and medium enterprises lack clarity in the implementation of their business strategic plans, have weak entrepreneurial mind sets, lack market studies, lack organizational management models and they lack better methods of appraising performance of programs. To reverse this, much effort has been undertaken by various stakeholders with a view to improving organizational performance, increase production and productivity of farmer and producer organizations. However, little progress has been noticed amidst all those efforts.

The weak progress is due to a lack of an effective approach to support business initiatives in the majority of the interventions carried out, not considering the environment and the importance of changing the mentality (mind-set) of the targeted group. Bearing that in mind, Mr Haje noted that, MIRUKU COOP has developed an approach towards the integration of small farmers into the value chains driven by SMEs, based on a participatory methodology, which consists of assistance to emergency of business initiatives (entrepreneurship) through provision of BDS to SMEs, COOPs, Association and emerging farmers. Though, based on the lessons learnt from assisting Agribusinesses MEs, for effective integration of small farmers and its organizations (COOPs and associations) into their value chains is not enough to act only at private companies as such, it is important to provide BDS services to farmers and their organizations so that they can actively participate in their value chains and improve the efficiency of the supply chain.

A number of lessons were learnt in the implementation of the model, among them included; the model was not enough to provide BDS to SMEs only, it also requires to include small farmers to influence them to approach farming as a business, presence of the entrepreneurial spirit in all the actors and commercial relationships between small farmers and SMEs, at some point, are not successful because of the low volumes of production and product quality.

To end hunger, MIRUKU COOP is embarking on an approach of introducing economic aspects in the agricultural activity as shown by the below model.

The model aims at conducting organizational and economic diagnosis with the sole objective of sharing the results with all members in order to make a joint reflection about the current performance of the organization and the members. It also establishes baseline database of the organization and its members as well as identify and classify potentialities through market research. Through cost benefit analysis and elaboration and implementation of production and business plans, one is able to identify on how costs will be allocated effectively to maximize production. Finally, the model assists in establishing models of strengthening governance structures and operational management to ensure efficiency and effectiveness.



Mr. Haje concluded by noting that, MIRUKU COOP believes by following the steps and tricking supportive services to the farmer and producer organizations; will facilitate quality production and this will help in curbing hunger in the continent.

d) Session III: Panel Discussion; What needs to be done by co-operatives in eradicating hunger in Africa by 2030? Could the Africa Co-operative Bank be one of the solutions?

The session was moderated by **Ms. Dorothy Kipsang**, a global financial inclusion expert at We Effect Eastern Africa. The panelists included **Mr. George Ombado** of ACCOSCA, **Mr. Alex Serrano** of NCBA CLUSA, **Mr. Denis Herbel** of FAO and **Mr. José de Sousa Pinto**, Senior Agribusiness Consultant at BCI Bank in Mozambique.

The chair of the session Ms. Dorothy Kipsang started by posing this question to the panelist, what needs to be done a practical sense so that co-operatives can reduce hunger in Africa?



To start off the discussions, first she requested to state the challenges the Co-operative movement is facing currently in eradicating hunger. Among the challenges proposed by participants included:

- ✓ Limited access to the factors of production such as land, labour, capital etc.
- ✓ Aging farmers with no young people interested in Co-operative activities.

- ✓ Government interference in Co-operative activities.
- ✓ Lack of modern technology in weather forecasts.
- ✓ Lack of appropriate machinery.
- ✓ Infrastructure challenges.
- ✓ Private sector reluctance in offering affordable credit to co-operatives/small scale farmers.
- ✓ Natural calamities, such as drought, floods etc.
- ✓ Lack of agro-processing capabilities.

In response, the chair requested the panelists to suggest random solutions as the challenges enlisted from the participants were interrelated. The following are some of the main solutions suggested by the panelist:

- ✓ Co-operatives/Producer organizations to embrace the diversified methods of financing, more particularly focusing on the Warehouse Receipt System.
- ✓ Co-operatives should shift focus to aim at professionalism. Employing good leaders will ensure accountability. The panelist further elaborated the idea of good leadership to be all inclusive and engage both women and young people in the management of co-operatives.
- ✓ Capacity building for Co-operative members is a key impetus for sustainable agriculture production leading to food security. The capacity building should also be extended to include practical knowledge on business plan development and proposals for funding.
- ✓ Knowledge on risk management measures to compact the effects of climate change.
- ✓ There is need for collaborations and partnerships for the common good of the co-operatives.

In conclusion, the chair asked the participants to prepare a brief action plan on what they will do differently when they go back home, with the experience and connections made during the conference. Some of the proposed actions from participants are included in the communiqué; **Annex 1**.

Ministerial Conference Technical Committee Meeting (MCTC)

The MCTC meeting is an annual forum for Co-operative Leaders/Managers and Co-operative Technocrats, whose aim is to deliberate on issues affecting the development of co-operatives in the continent and forge collaborative efforts to tackle those issues. Government Co-operative technocrats also present country progress reports on the implementation of the topical recommendations in the monitoring indicator template. The template came as a result of the Co-operative Ministers' Conference co-hosted by the Government of the Republic of Rwanda and the International Co-operative Alliance Africa Office that was held in Kigali, Rwanda in October, 2012. The Co-operative Ministers, under the Chairmanship of Hon. Francois Kanimba Minister of Trade and industry of the Republic of Rwanda, directed the ICA ROA to prepare monitoring indicators that will help in performance measurements for the implementation of the Co-operative Ministerial Conference recommendations.

This year, the Ministerial Conference Technical Meeting was a special one as Co-operative leaders/managers met to deliberate and prepare the agenda for the Africa Co-operative Ministerial Conference (ACMC) scheduled to place in Abuja Nigeria from 2-7th September 2018. Eight (8) countries out of 22 represented, presented their country progress reports. Notable improvement was witnessed from previous reports, as for first time ever; we received progress report from the country of Mauritius which was represented by the Minister for Business, Enterprise and Co-operatives, accompanied by his Permanent Secretary in the Co-operative department section. The country progress reports were received from Botswana, Eswatini, Kenya, Lesotho, Mauritius, Rwanda, Tanzania and Zimbabwe.

Among the key highlights that emanated from the proceedings of the MCTC meeting included the following among others:

- Governments have assisted Co-operatives to design targeted programs focusing on women and young people. More should be done to ensure everyone benefits from such programs.
- The idea of the Co-operative development fund in some countries is really encouraging.
- Good working relationship between coops departments has been witnessed.
- Promotion and development of collaborations and networks has been key for co-operatives growth.
- Research and development is key for Co-operative growth. Continuous needs assessment to establish gaps is critical.
- Support from Co-operative training institutions is an additive to realizing research needs.
- Development of certification programs for co-operatives is key as witnessed from Kenya presentation.
- A co-operative learning platform of partners in coops is key for sharing experiences and best-case practices.
- Popularization of the Co-operative image and identity was witnessed and more should be done to help publicize the messages of who we are.
- Governments requested to provide infrastructure for Co-operative development. The focus should not be in policies and laws alone.
- Translation of policies to local languages is critical for Co-operative development
- The direction of developing strategies to include new generation co-operatives needs to be encouraged across board.
- The creation of Commission for Co-operative development, where none exist is a milestone. Case of Tanzania

- Mechanization of farming and production of goods will assist in lowering production costs. The adoption of the warehouse receipt system techniques is one among other models that can be used to increase production.
- Co-operatives should be encouraged to embrace ICT,
- Recovery of Co-operative assets by governments is critical for strengthening Co-operative growth

Over the years countries have been requested to report using the monitoring indicator template and some of them have adhered. This year seven (**Kenya, Lesotho, Eswatini, Mauritius, Botswana, Nigeria and Zimbabwe**) countries reported using the template and two, (**Rwanda and Tanzania**) submitted PowerPoint presentation which can be accessed together with the summary of the seven As **Annex 2**.

Finally, the thematic conference and Ministerial Conference Technical Committee meeting ended with the following principle achievements:

1. Formation of the Alliance Africa Agricultural Co-operative Organization, with a steering committee.
2. Discussions revolving around SDG-2 with the theme, Co-operatives for Zero Hunger in Africa. Co-operative members, partners, government agencies and stakeholders participated in the meeting.
3. Alliance Africa members prepared action plans indicating how they are going to implement some of the recommendations from the meeting.
4. Co-operative registrars, commissioners and directors presented country reports. the aim of the exercise was to monitor progress in the implementation of the 2012 Ministerial conference recommendations. The office also uses the forum to lobby governments to continue providing supportive environment for the proper functioning of co-operatives.
5. The Co-operative leaders/managers and government technocrats prepared the agenda for this year's Africa Co-operative Ministerial Conference to be held in Abuja, Nigeria from 2-7th Sept 2018.
6. The office was able to introduce our member AMPCM with the Country European Union Delegation and a bilateral meeting was held to deliberate on how coops in Mozambique can collaborate and work together with the EUDs, more particularly incorporating them in their roadmaps.
7. Commitment by some financial stakeholders (BCI and Investment Bank Mozambique) to support the Co-operative movement in providing affordable credit facilities for their development.

Closing Ceremony

In her closing remarks Dr. Chiyoge B. Sifa, Regional Director of the Alliance Africa thanked everyone for their active participation in the conference. She conveyed special thanks to the government of Mozambique for accepting to host the event. Other government ministers and dignitaries represented too were thanked for their humility and support to the successful completion of the conference.

In addition, she thanked the host member, **Associação Moçambicana Para Promoção do Cooperativismo Moderno (AMPCM)** for their benevolence and support to make the conference a success. To the sponsors, she expressed her sincere gratitude for their enormous support. To the speakers and panelists, she equally thanked them for sharing their expertise, and making the conference lively. Not forgetting the Alliance Africa secretariat, for their efforts and dedication to ensure that the conference was well coordinated.

She encouraged participants to depart with one unison mind of combating the common problems that the continent is facing. With the recommendations from this conference, we shall be able to reap more benefits from shared efforts within the newly born network.

Finally, she wished participants safe journey back home and reminded them not to forget participating in the organized field trips the day after and invited the Alliance Africa president, Mr Stanley Muchiri to close the event.

The president, the Alliance Africa **Mr. Stanley Muchiri**, expressed his gratitude to the participants, noting that the conference was very successful.

He further noted that It was crystal clear from the discussions that wisdom is like a baobab tree; no one individual can embrace it and we can apply the same analogy in fighting hunger in Africa through partnerships.

In Africa, terrorism, civil conflict, global warming, population growth, urbanization, education, economic sustainability, marginalization, strengthening leadership and improving governance are Africa's 10 most pressing problems as 2018 unfolds. None of these acute challenges is new, and if not well managed the consequences will follow us for generations to come. Coming up with concrete actions through such fora's will help address these issues. Every person here has a responsibility; a responsibility to not only talk but walking the talk at the same time.

The president, reiterate again to the call, and urged cooperators to remain committed to the course and make their individual and corporate pledges through the coopsfor2030 platform to help achieve them, and track their progress.

He concluded his remarks by quoting FAO Director who once noted, "There is a need for a deepening and broadening of hunger-fighting initiatives in Africa in order to put the continent back on track to eliminate the scourge of under-nutrition. Achieving zero hunger in our lifetime is still possible, although it will require a redoubling of current efforts and a push for political commitment and timely concrete actions such as never seen before. Investment in agriculture development is "the single most effective way to provide opportunities for families to generate income and improve nutrition in Africa". Finally, he wished participants safe journey back home and declared the meeting closed.



Annex 1: End of Meeting Communiqué

COMMUNIQUE ISSUED AT THE END OF THE CO-OPERATIVE LEADERS/MANAGERS & MINISTERIAL CONFERENCE TECHNICAL COMMITTEE, ORGANISED BY THE ALLIANCE AFRICA AND AMPCM ON THE OVERALL THEME: “**Co-operatives for Zero Hunger**”, HELD ON 29th MAY, 2018 AT THE AFECC GLORIA HOTEL IN MAPUTO, MOZAMBIQUE.

INTRODUCTION

The theme of this conference, **Co-operatives for Zero Hunger**, recognizes that food and agriculture are key to the vision of sustainable development as laid out in the 2030 Agenda. And this is reflected in Sustainable Development Goal (SDG) 2 that calls for all of us to end hunger, achieve food security, improve nutrition and promote sustainable agriculture. African co-operatives have a great opportunity to take lead in the implementation of Agenda 2030, Africa Union’s Agenda 2063: The Africa we want and the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

The main objective of this conference was to facilitate dialogue amongst Alliance Africa members, governments, Co-operative development actors and other key stakeholders on how co-operatives could leverage on their well- suited model to achieve Zero Hunger in Africa. The meeting discussed the causes and mitigation strategies of food insecurity in Africa and the role co-operatives should play in Achieving Zero Hunger on the continent. It is envisaged that after this conference, a renewed impetus for African co-operatives to work together towards the achievement of Zero Hunger in Africa will be ignited leading to a strengthened SDG-oriented partnership with government and other Co-operative development actors to implement the Agenda 2030 and the Africa Union’s Agenda 2063: The Africa we want and the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

The Ministerial Technical Committee also prepared the Agenda for the African Co-operative Ministerial Conference (ACMC) that will be held from 2-7th September 2018 in Abuja, Nigeria.

Causes and Mitigation Strategies for Food Insecurity in Africa

The conference discussions were opened up by a background paper presentation from **Mr. Serge Raymond Nakouzi, Deputy Regional Rep. FAORAF** on causes and mitigation strategies for food insecurity in Africa.

- Some of the causes of severe food insecurity include: adverse climatic conditions such as floods and drought; weak and fluctuating commodity prices and difficult global economic environment. By 2030 the population in Africa is expected to grow to 1.7 billion people continuing to pose challenges to meeting SDG2 while climate change will intensify the existing challenges.
- At the same time, population and income growth offer great opportunities for inclusive and sustainable growth of domestic agriculture and agribusiness. The value of Africa’s food and agricultural markets is projected to reach 1 trillion USD by 2030.
- Africa also has the youngest population in the world with almost 200 million people aged 15-24 years and is expected to double by 2045.
- This strength can be harnessed to produce a positive dividend for growth and development
- Regional integration including the greater trade in goods and services is one of the key aspirations of AU’s Agenda 2063 as expressed in the 10year implementation plan 2014-2023 adopted as the Malabo Declaration. Within this context establishing the Continental Free Trade Area (CFTA) a flagship program of the Agenda is expected to help achieve a

doubling of intra Africa trade by 2022.

- Long term gains for African agriculture are key to achieving the Africa we want.
- Capacities of co-operatives and producer organizations are key to food security.
- Potential of family farming can be unleashed through co-operatives.
- Smallholder farmers need to influence policy making and lobby for enabling environment especially in the rural areas.
- FAO is taking the lead in providing scientific and specialized knowledge in three key areas: end hunger by 2025; sustainable production in value chain activities and resilience building in African agriculture.
- Policies, collaboration and research are crucial to food security.

How can private sector, CSOs, UN Agencies and National Authorities co-operate to achieve SDG 2- Zero Hunger? Sharing Experiences, realizing market opportunities and best-case practice

Hon. Soomilduth Bholah, Minister of Business, Enterprise and Co-operatives, Republic of Mauritius noted that the Biennial report 2018 following Malabo Declaration of 2014 to end hunger by 2025 indicates that we are not on track with a score of 1.62 compared to a benchmark of 3.7 in 2017.

- He emphasized the golden triumvirate with National Authorities, Private sector and CSO's leveraging on the partnership spirit to drive programs to end hunger.
- Governments need to involve private sector and CSOs in formulation of policies and strategies to end hunger. Countries also need to set up national communities to drive food security matters.
- The government of Mauritius in its new strategic plan 2018-2020 has 12 specific programs aligned to SDGs.
- The government of Mauritius has provided state land, irrigation and infrastructural facilities and other support schemes to co-operatives. This has led co-operatives to make huge contributions to food security by producing 65% onions, 70% vegetables, 45% potato, 10% sugar, 1.9 tons by catch fish and 65 tons fresh fish.

May Hani, FAO Social Policies and Rural Institutions Division noted that: -

- Food and agriculture can contribute massively to achievement of SDG's.
- Women constitute 50% of food producers but have less access to resources and services.
- Majority of food producers are small-scale farmers.
- Global trends since 1990s have seen new challenges for small-scale farmers such as exclusion, competitiveness, partiality of services among others.
- FAO sees Co-operative roles as 3 functions: - service provision; collective economic; voice and representation.
- There is renewed interest in co-operatives and producer organizations as key actors in service provision and collective economic operation.
- There is need to consider enabling conditions both internal and external.
- The context and local realities need to be respected.
- Different actors need to be engaged- public, private, co-operatives and Civil society.
- Since institution building is a long-term process that takes commitment, resources and comprehensive capacity development of all actors planning and allowing time for maturity is required.
- State and other stakeholders need to create the right environment for co-operatives to function and achieve potential. This includes long-term vision, policy and legislative

coherence; policy and institutional setting; support institutions and infrastructure; offer diverse services (market-oriented services); linkages and coordination mechanisms.

Alex Serrano, Vice President of Strategic Development NCBA CLUSA noted the following:

- Africa could benefit from inclusive growth.
- Inclusive growth indicators are equity, participation, growth, stability and sustainability.
- Co-operatives embody the characteristics of an inclusive economy through their principle and values.
- Each actor has a key role to play in catalyzing inclusive economic growth and ending hunger in Africa.
- Government, private sector, civil society and donors can do the following to impact hunger and malnutrition: -
 - Promote market systems that empower smallholder farmers to compete in lucrative value chains to increase their wealth, resilience and health.
 - Coordinate agricultural interventions with synergistic actions in sanitation, water access, family planning, education and basic health and nutrition services that underpin hunger and malnutrition.
 - Partner government, private sector and civil society to create an enabling legal environment, pragmatic policies, and create sustainable community led governance partnerships to improve local management of resources and enable leadership efforts.
 - Help the private sector deliver needed products and services with the knowledge to maximize the impact of technologies.
- Co-operatives have a unique and significant role to play in helping smallholder farmers compete in commercial value agriculture but this effort must combine the unique strengths of government, private sector, civil society and the donor community.
- Multi-sectoral initiatives have the potential to significantly reduce hunger and malnutrition.
- To become more effective in ending hunger co-operatives in different sectors could: -
 - Develop health and nutrition solutions for places in urgent need.
 - Provide micro-insurance for crops and livestock.
 - Help design and test new agricultural financing products for small holder farmers and small-scale agripreneurs.
 - Help increase access to new technology for low cost power generation to support modernization of food processing industries.
 - Expand smallholder farmer access to improved products, services and knowledge to improve the quantity and quality of foods being produced.
 - Roll out knowledge, services and products at scale create rapid impacts and increased adoption.
 - Commit to investing in resilient agriculture practices; building an economy inclusive of women, youth and other marginalized populations; promoting alternative energy solutions and commit to including sustainability aspects into everyday programs.

Mike Duru, President ZINACHO shared best practices of private sector, civil society, national authorities and co-operatives in achieving zero hunger in the recent past. He noted that synergistic relationship between civil society, private sector, government and co-operatives result in a balanced national development.

- Governments should create an enabling environment with matching capacities, incentives and institutions. For example,
 - In Kyrgyzstan, the local government provided arable land for cultivation to self-help

groups mobilized by a team of well-trained volunteers. The groups mobilized savings and facilitated access to credit through the Kyrgyzstan Agricultural Finance Corporation. The self-help groups promote cohesion for collective action and mutual support.

- In Zambia, the climate change adaptation 2018 project targeted 940000 people mainly women in rural areas and trained them on climate resilient agriculture production and diversification practices to improve food security, market access and foster the commercialization of climate resilient agriculture commodities.
- Zimbabwe replicated command agriculture that has seen the country a great improvement in maize production during the 2016-2017 season and creation of 800,000 jobs.
- Private sector should generate jobs and income.
- Civil society should facilitate better delivery of services and mobilize people to actively participate in development.
- Co-operatives should help farmers improve yields and expand to many areas by replicating best practices throughout the continent to achieve zero hunger.

Haje Antonio from MIRUKU Co-operative noted the following:

- Focus should be on service provision and business development.
- Policies and best practice models from other regions need to be contextualized to the local conditions.
- Farmers need to change their mindset about agriculture- from seeing it as just another activity to begin seeing it as an enterprise venture, use improved seeds and technology
- There is need to coordinate value chain activities to: -
 - align the fragmented actors along the value chain.
 - reduce information asymmetry and obtain data since these and other factors lead to lack of food in some areas while other areas have nowhere to take their surplus production.
- Focusing on standards for consistency of agricultural production is key

Good policies with no implementation are dead and cooperation is a must if zero hunger is to be achieved in Africa. There is need therefore to identify the right partnerships in this quest to fight hunger and achieve food security.

What needs to be done by Co-operatives in eradicating hunger in Africa by 2030? Could the Africa Co-operative Bank be one of the Solutions?

The panel session begun with Dorothy Kipsang, the moderator asking the audience to state the challenges that co-operatives are currently facing in their quest to eradicate hunger in Africa. Some of the challenges mentioned included the following: -

- Lack of access to land, financial and human resources
- Botswana facing animal diseases.
- Swaziland has aging farmers with the youth not interested in farming.
- In South Africa, existing structures do not inspire the youth since they are dominated by the aged and government interference.
- Lack of modern technology to forecast the weather.
- Financial institutions find agriculture risky due to the weather uncertainties.
- In Mozambique, lack of appropriate machinery and too much bureaucracy by financial institutions are limiting.

- In Kenya, undeveloped infrastructure hinders farmers to make milk deliveries to the processors due to impassable roads during rainy season leading to great losses.
- Lack of women involvement due to lack of access to resources and lack of training.
- Lack of post-harvest management leading to losses.
- In Somalia, lack of water for irrigation, floods, drought and lack of good storage facilities.
- Reluctance of small co-operatives merging to form a stronger Co-operative.
- Rural co-operatives lack the capacity to deliver services to the farmers.
- Lack of the right partnerships lead to a low capital base.
- In Zimbabwe, co-operatives are excluded from national development planning.
- Burkina Faso lacks agro-processing capability.
- In Tunisia, land structures characterized by fragmentation (75% of farms have less than 10 ha), (average area ~ 6 ha in 2015) and the trend towards aging of farmers (43% are over 60 years old) and a lack of relative attractiveness of the agricultural sector for young people; Difficulties accessing funding; A weak organization of the sectors and an insufficient integration of agriculture and agribusiness; Insufficiently optimal management and valuation of state-owned land, despite some successes. However, Tunisia, Algeria and Morocco have very low levels of hunger yet there is a real risk of malnutrition.

Next the moderator invited the panelists made of Alex Serrano, George Ombado, Robinson Mutandi and Denis to suggest solutions to the challenges highlighted by the audience: -

- All the challenges above are interrelated.
- There are is no one solution.
- There are many ways for co-operatives to solve the problem of financing. A good example is use of warehouse receipt systems.
- There is need for co-operatives to pick good leaders to ensure accountability.
- Co-operative members need to work harder and closely with the Co-operative leadership to prioritize activities.
- There is need for co-operatives to put together business plans, attract more members, train and engage the youth.
- Leadership is key and every Co-operative member is a leader by their own right.
- Co-operatives should leave no one behind especially women and youth.
- Education is important to acquire knowledge on matters like climate change mitigation strategies.
- Co-operatives need to engage youth in agriculture.
- Need for partnership for financial access.
- Training on development of good business plans.

Could the Africa Co-operative bank be one of the solutions to zero hunger in Africa?

- The issue in Africa should not be lack of finance, rather are the available mechanisms being optimized for financing co-operatives beginning with members contributions? The answer is No.
 - There is need to reorganize the Co-operative model for effectiveness.
 - Co-operative members need to educate themselves on what was the original function of co-operatives and embrace fully the Co-operative principles and values.
 - Leadership needs to be right beginning with political, Co-operative and personal leadership.
 - Saccos need to design and develop products for agricultural financing to promote financial inclusion.

- Youth need to be encouraged to borrow money to fund agriculture.
- Interest members to finance co-operatives.
- Co-operative banks can give startup capital to modernize farms.

Finally, participants reported what they will do after the Maputo conference:

- AMPCM of Mozambique will:
 - ensure that co-operatives embrace all the principles and values of co-operatives.
 - reorient its members on good governance and strengthening co-operatives.
 - 20% of its production will go to benefit and empower the community as part of the SDGs.
 - Conduct a regular SWOT analysis to acquire more market knowledge and opportunities for co-operatives.
- Zimbabwe will strengthen the institutional framework of co-operatives and encourage cooperation among co-operatives.
- Lesotho will refocus on ensuring that the Co-operative college offers more diverse courses and move on with implementation of the Co-operative development fund
- Burkina Faso will among other things engage in corn and onion production in the Sourou valley; procure agricultural inputs for farmer organizations; Set up CUMA's in the Eastern and Northern regions of the country; support production and marketing of compost by CUMA women in Zandoma province; support western agricultural co-operatives affiliated to the Faso Farmers' Confederation.
- Tunisia will work on improve household food security; Fighting micronutrient deficiencies; Protecting the consumer by improving the quality and safety of food products; Support, promotion and supervision of takeover bids; Care for people who are socio-economically disadvantaged and nutritionally vulnerable and Evaluate, analyze and monitor the nutritional situation.

RESOLUTIONS

In the light of the observations made during the conference, we the participants are:

AWARE that by 2030 the population in Africa is expected to grow to 1.7 billion people continuing to pose challenges to ending hunger while climate change will intensify the existing challenges;

RECOGNISING the great opportunities for inclusive and sustainable growth of domestic agriculture and agribusiness offered by population and income growth with the value of Africa's food and agricultural markets projected to reach 1 trillion USD by 2030;

ACKNOWLEDGING the potential of multi-sectoral initiatives and that co-operatives have a unique and significant role to play in helping small-scale farmers compete in commercial value agriculture and need to combine the strengths of government, private sector, civil society and donor community to end hunger in Africa;

MOTIVATED to actively invest in resilient agricultural practices, building an economy inclusive of women, youth and other disadvantaged populations, promote alternative energy solutions and including sustainability aspects into our everyday programs;

HONOURING the efforts made by governments, civil society, private sector, co-operatives and development partners in training, implementing and promoting programmes aimed at engaging more smallholder farmers to achieve zero hunger in Africa;

COMMITTED to encouraging all stakeholders to redouble their efforts to work towards realizing the Sustainable Development Goal 2: “To end hunger, achieve food security, improve nutrition and promote sustainable agriculture.”, as well as the Africa Agenda 2063 that calls for “A Prosperous Africa Based on Inclusive Growth and Sustainable Development”;

DO HEREBY:

- Call upon our governments to go beyond the usual policy making and involve other actors such as private sector, civil society and co-operatives in policy formulation;
- Call upon our governments to redouble their efforts in retracting laws that are retrogressive to create an enabling environment for co-operatives to thrive;
- Call upon our governments to work and engage with co-operatives to avoid interference in policies implementation by co-operatives;
- Call upon our governments, private sector, civil society, donors and co-operatives to coordinate agricultural interventions with synergistic actions in sanitation, water access, basic health and nutrition services that underpin hunger and malnutrition;
- Call upon our governments and other stakeholders to create an enabling environment for co-operatives to function and achieve potential. This includes long-term vision, policy and legislative coherence; policy and institutional setting; support institutions and infrastructure; offer diverse services (market oriented services); linkages and coordination mechanisms;
- Call upon the Alliance Africa to have specific programs that will be evaluated per country per year;
- Call upon the Alliance Africa to give direction in assisting apex organizations create awareness and technical support;
- Call upon the Alliance Africa to cascade its strategy for all sub-regions to implement;
- Call upon the Alliance Africa to enhance the relationship between governments and co-operatives in Africa to bridge existing gaps;
- Call upon the Alliance Africa to lobby African governments and advocate for co-operatives being the solutions to challenges like food insecurity;
- Call upon the Alliance Africa to help in branding of co-operatives by outreach campaigns for the Co-operative enterprise model;
- Call upon the Alliance Africa to build members capacity in terms of educating them about the power of the Co-operative model and encourage members to patronize their co-operatives;
- Call upon all Co-operative members to pick good leaders, ensure accountability, work harder and work closely with their Co-operative leadership to prioritize activities;
- Call upon all Co-operative members to get involved and engage in conversations around lobbying policy makers and government officials to ensure that support and the interests of the co-operative movement are secured;
- Call upon co-operatives to help design and test new agricultural financing products for small holder farmers and small-scale agribusinesses;
- Call upon co-operatives to help increase access to new technology for low cost power generation to support modernization of food processing industries;
- Call upon co-operatives to expand smallholder farmer access to improved products, services and knowledge to improve the quantity and quality of foods being produced;
- Call upon co-operatives to roll out knowledge, services and products at scale to create rapid impacts and increased adoption;

- Call upon co-operatives to ensure that the youth members are exposed to best practices, lessons and new innovations so that the movement remain relevant and economically sound;

This communiqué was issued by We, the undersigned, on behalf of all the participants, representing co-operators from across the Africa region, at the Alliance Africa Co-operative Leaders/Managers & Ministerial Conference Technical Committee Meeting on 29th May 2018 at the AFECC Gloria Hotel, Maputo, Mozambique.

Thank you.

Annex 2 Summary of Country Progress Reports

S/NO	RECOMMENDATION	MONITORING INDICATORS	Country	PERFORMANCE MEASUREMENT	STATUS OF IMPLEMENTATION
1	Structure and Organization Co-operatives	Co-operative structure defined in policy and legal instruments	<p>Mauritius</p> <p>Lesotho</p> <p>Botswana</p> <p>Nigeria</p> <p>Swaziland</p> <p>Zimbabwe</p> <p>Kenya</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Structures defined in the Co-operatives Act 2016 – Primary, Secondary and Tertiary Co-operative societies.</p> <p>Yes the structure in Lesotho is defined in the Co-operatives Societies Policy of 2011 and Financial Co-operatives Policy of 2011. The Co-operatives Societies Act 2000 as Amended in 2014 defines the two tier structure of co-operatives where apexes are formed according to sectors. Each sector must have 50% plus one society of all registered societies in the sector.</p> <p>The structures are defined in Co-operative Societies Act, 2013 and National Policy for Co-operative Development thus, Primary, Secondary and National Apex Co-operative Organization.</p> <p>Co-operative organizational structure; Primary, Union, State Apex and National Apex, and administration defined in both the Co-operative Development Policy for Nigeria and Nigerian Co-operative Societies Act CAP N.98, LFN, 2004, which are under review.</p> <p>Structures defined in the Act and policy. Structure of co-operatives – Primary, Secondary and National Apex co-operatives;</p> <p>Structures defined in Co-operative Societies Act Chapter 24.05 – primary, secondary, Apex and Federation</p> <p>-The Current Structure is mentioned/implied in the Co-operative Societies Act, cap. 490. The Structure-Primary, Secondary (Union) and Apex.</p> <p>The structure is proposed to be amended by the</p>

					reviewed Co-operative draft policy: - Primary, Secondary, Federation and Apex
	Co-operative policy and legislation conformity with co-operative principles and values	Mauritius	Yes	<p>Co-operative Principles and Values are included in the Co-operatives Act 2016 encouraging co-operatives to comply with these values and principles;</p> <p>Co-operative Principles and Values are written in the Co-operative Policy of 2011 and in Lesotho both the legislation and the Policy are in conformity with Co-operative principles and values.</p> <p>Co-operative Principles and Values are outlined in the body of the Co-operative Societies Act, 2013 and the National Policy for Co-operative Development requiring Co-operatives to uphold the values and principles.</p> <p>The Co-operative Principles, Values and Ethical Values are stated in both the review Co-operative Development Policy for Nigeria and Nigerian Co-operative Societies Act CAP N.98, LFN, 2004 for compliance by the Co-operative Societies.</p> <p>Co-operative Principles and Values written into the body of the Act</p> <p>Co-operative Principles and Values written into the body of the Co-operatives Societies Act Chapter 24.05 and the Co-operative Policy of 2005 requiring co-operatives to comply with these values and principles;</p> <p>The Co-operative Societies Act requires all registered co-operatives to enshrine Co-operative principles in their by-laws</p>	
		Lesotho	Yes		
		Botswana	Yes		
		Nigeria	Yes		
		Swaziland	Yes		
		Zimbabwe	Yes		
		Kenya	Yes		
	Co-operative efficiency in delivery of services to members	Mauritius	Low	<p>Fifth Schedule of the Co-operatives Act 2016 provides guidelines for Good Governance, Code of best practice for board of directors, members and for internal controller, and co-operatives are being encouraged to follow these guidelines and codes.</p> <p>Service delivery to members differs from Co-operative to Co-</p>	
		Lesotho	Medium		

			Botswana	Medium	<p>operative. Some co-operatives, especially savings and credit co-operatives (SACCOS) are good in service delivery, others are seasonal like agriculture while others are not delivering services well due to poor management and governance.</p> <p>The services of Co-operatives are focused on the members and in most cases are being delivered effectively. However, challenges such as poor corporate governance in some instances hinder service delivery.</p> <p>A Co-operative subsidiary legislation is under development to provide enabling legal framework for their effective operations and to regulate their activities and businesses for efficient service delivery to their members.</p> <p>Good governance and service delivery is problematic. Efforts to address the issue through compulsory development of a Code of Good conduct for Co-operatives.</p> <p>Good governance and service delivery is problematic. As part of efforts to address this the Government has led the process of training and has developed a training manual that focuses Co-operative Management to prioritise efficient service delivery to members</p> <p>Co-operative efficiency in service delivery has improved significantly since the enactment of the Sacco Act and establishment of ECCOs. However, more is needed to be done , especially in un-licensed SACCOS, Transport SACCOS and Marketing Co-operatives</p>
			Nigeria	Medium	
			Swaziland	Medium	
			Zimbabwe	Medium	
			Kenya	Medium	
		Existence of periodic review of co-operative structures in search for efficient and cost effective structures	Mauritius	Yes	<p>Review of the Co-operative structure is made upon review of the Co-operatives Act. There also exists a Co-operative Law Advisory Board to advise on the restructuring of co-operatives, if required.</p> <p>The last policy review was in 2011 while legislation was in 2014. There are arrangements underway to start the revision process of both policy and legislation.</p>
			Lesotho	Yes	

			Botswana	No	Structures are normally reviewed as and when the need arise.
			Nigeria	Yes	Structures reviewed as contained in the Co-operative Development Policy for Nigeria and Nigerian Co-operative Societies Act CAP N.98, LFN, 2004 currently under reviewed.
			Swaziland	No	Current structures still relevant.
			Zimbabwe	Yes	Government and the Federation currently reviewing the Co-operative Structures to make them more responsive to member needs. This exercise ends July 31 2018
			Kenya	Yes	The State Department for Co-operatives has recommended review of the Co-operative structure in the draft Co-operative Development Policy
	Percentage of members affiliating to higher structures	Mauritius	Low	Primary co-operatives are affiliated to secondary co-operatives which in turn are affiliated to the tertiary Co-operative.	
		Lesotho	Medium	Apex organizations must have 50% plus one Co-operative to qualify for registration as apex organizations. Two apexes, for SACCOs and Youth meet the number. There is also interest shown in two other apexes that are being formed for ex-mineworkers co-operatives and arts and craft sectors.	
		Botswana	Low	At least 15% of primary Co-operatives are affiliated to the highest structure. However the improvement of the percentage could be achieved if the regulations could include compulsory membership to other structures.	
		Nigeria	Low	Currently, only about 3% of membership affiliation due to improper formation from top to bottom but the current review of the Laws and Policy will improve through strict implementation.	
		Swaziland	High	50% of primary Co-operatives affiliated to the highest structure.	
		Zimbabwe	Low	Only approximately 2% of members are affiliated to the highest structure. However the improvement of the percentage will be seen with the completion of the restructuring exercise.	
			Kenya	Medium	

					Even though the law requires all co-operative to affiliate to the Apex body, only a few have subscribed to Co-operative Alliance of Kenya. However, most sacco's have affiliated to KUSCCO
2	Co-operative Development Policy and Legislation	Existence of co-operative policy and legislation	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes Yes Yes Yes Yes Yes	Approved Policy, Legislation and Strategy Lesotho has Co-operative Societies Policy of 2011, Financial Co-operatives Policy of 2011 and Co-operatives Societies Act 2000 amended in 2014. Financial Co-operatives Bill was completed The National Policy for Co-operative Development, Co-operative Societies Act, 2013 and the National Co-operative Transformation Strategy are in place. Approved Nigerian Development Policy 2002 and Co-operative Societies Act CAP. N98, Laws of the Federation of Nigeria, 2004 exist, both reviewed and currently under considerations for approval/enactment. Approved Policy and Legislation in place Approved Policy of 2005, Legislation Co-operative Societies Act Chapter 24.05 in place Co-operative Development Policy (Draft Policy awaiting Cabinet Approval.) Co-operative Societies Act and Sacco Act waiting amendments.
		Conformity to ILO Recommendation 193	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe	Medium Low High Medium Medium High	The Co-operatives Amendment Act 2014 has not been translated into Sesotho and the two policies mentioned above. The Government of Botswana has included Co-operatives in all the Citizen Economic Empowerment Schemes in a bid to enable Co-operatives to flourish. Yes, current review is fully in conformity with the ILO Recommendation 193. Government is very supportive in co-operatives. The policy has been aligned to ILO Recommendation 193.

			Kenya	High	The Act is being amended to align. They are autonomous and subscribe to Co-operative principles and values
	Popularization programs in place including translation into easily understandable languages	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	available not available available Not yet available, but will soon be under process Available Not Available Available	English, French, Creole, Hindi and Bhojpuri used. The research on the Contribution of Co-operatives to the National Economy completed in 2016 indicates that the 61% of members do not know about Co-operatives Amendment Act of 2014. Popularisation is a continuous process to keep members abreast with all the controls in place and this is promoted during meetings and Member Education Programmes. Currently all the documents are in English and are translated to vernacular during training. The existing approved policy and legislations are available in English Language but the current review once approved translation to the three (3) major languages of the country will immediately commence. Currently 2 languages, English and Siswati. Lay persons guides available for both Act and policy. Popularisation programs yet to take off. Constitution recognises 16 languages as official in Zimbabwe and the process of translating legislation has started at the Attorney General's office. Co-operative policy and legal framework in National language (English)	
	Number of consultative fora held annually	Mauritius Lesotho	More than 4 None	Various workshops/meetings are held with co-operatives on the Co-operatives Act and incentives/support services that are being provided by Government institutions to co-operatives. The Department of Co-operatives` extension staff has limited	

			Botswana Nigeria Swaziland Zimbabwe Kenya	4 6 3 4 4	resources such as transport. Co-operatives convene quarterly business meetings in their respective regions as a platform for networking as well as to discuss among others, growth strategies, challenges and mitigations. The forum further provide liaisons with key stakeholders particularly from private sector The review exercise adopted wider consultations and workshops, which similarly, such meetings and workshops will follow after the review is finally approved. 3 popularisation workshops held regionally for members on the newly approved co-operative policy. 4 Workshops held on amendment of Act in 2017. One strategic planning workshop held 4 Workshops held on Act for current financial year. This excluded bilateral workshops with provinces, national Departments or local governments on the alignment of strategies
		Existence of sub-sector specific policy/legislation	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No Yes No No No No Yes	Draft of the Financial Co-operatives Societies Bill was completed in 2016 and has to be submitted to Law office for further processes. All encompassed. Proposal Bill for savings and credit co-operatives specific Act. Legislation for SACCOS being developed Sacco Act, investment policy and marketing strategy in place
3	Co-operative Finance	Number of financial co-operative sub-sector (banks, insurance, SACCOS, development	Mauritius	1	Various workshops/meetings are held with co-operatives on the Co-operatives Act and incentives/support services that are being provided by Government institutions to co-operatives.

	banks, mortgage, and lease, etc)	Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	54 64 3 1 2 3	54 SACCOS There are 64 registered SACCOSs in which account for 24% of the total registered Co-operatives in Botswana. Number of Financial Co-operatives (SACCOS) = 5,089 Number of SACCOS = 99 Number of SACCOS = 436 Co-operative banks = 0 Regulated registered deposit taking CFIs-(this does not fall within mandate of ministry responsible for Co-operative Development) Registered SACCOS- 12,420 -Licensed SACCOS- 173 -Co-operative owned Bank -2 -Co-operative owned Insurance Companies- 1
	Level of response by financial co-operatives in meeting financial demands by co-operative organizations	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low Medium Medium Low Low Medium Medium	It differs from SACCO to SACCO. Others are serving members well while others are challenged by issues such as poor management and governance Through upholding the principle of “Co-operation among Co-operatives”, financial Co-operatives and Non-financial Co-operatives are forming strategic alliances with the aim to accumulate enough capital for implementation of macro projects. E.g. Four (2 financial and 2 non-financial) Co-operatives jointly formed Ditsweletse Housing Co-operative Union to invest and deal in property development. The financial co-operatives mainly serve their members only. Access to funds is by members only. Some SACCOS failing to meet members’ needs Co-operative Bank and Kenya Union of Saving and Credit Co-operatives offer credit/ loans to Co-operative

					organizations.
		Existence of minimum professional qualifications for managers of financial co-operatives (e.g. diploma, degree, or postgraduate qualifications)	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No No No No No No No	Co-operative Credit Unions offer a wide range of financial products to their members such as Savings/Deposit Facilities and Access to credit (Loans for different purposes), Risk Management, Donations under CSR and Funeral Grant. There is no standard qualification set. Some co-operatives do have degree holders others diploma holders. There is no policy regarding recruitment of personnel. However, each Co-operative sets its own qualification standards for recruitment. There is no standard minimum qualification for managers of financial co-operatives but depending on the sizes of the co-operatives; the strong and viable ones have degree holders, postgraduate qualifications while others have secondary, and diploma qualifications. No qualifications set save for bookkeeper There is no prescribed standard but each SACCO has specific professional requirement for managers depending on the size. (ranging from Finance, MBA, and CPA) The newly registered professional body for Co-operative practitioners expected to prescribe minimum qualifications for its members
		Growth and diversification of financial products	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland	Increasing Stagnant Moderate Increasing Stagnant	Co-operative Credit Societies offer Loan facilities and Funeral Grants. Most SACCOs offer savings and credit only. Savings and Credit Co-operative Societies are currently offering basic financial products. Some Co-operatives have managed to diversify their products such as the introduction of funeral policies. Witnessing a steady increase in the different kinds of products introduced, which are beneficial to their members.

			Zimbabwe Kenya	Stagnant Increasing	Additional products are in the conceptualisation stage. Loans to members is the common product There has been tremendous growth in product divarication-FOSA loans, Asset financing, Mobile banking etc
4	Gender	Percentage of women membership	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	At least 32% Percentage of women 64% 60% 40% At least 65% About 40%	In Lesotho there are more women participating in co-operatives than men as indicated. It is the Government priority to lure women into forming Co-operatives as they belong to Special Population Groups hence the need to improve their living standards. The percentage is out of 883,333 memberships of the total 24,175 co-operatives so far encoded into CODAS Database A high percentage of women membership in the Co-operative movement With many Government initiatives on women empowerment, more women are participating in Co-operatives
		Percentage of women in co-operative leadership	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low No data 50% About 55% At least 40% At least 35% About 15%	There are women in leadership even though data is not currently available on as indicated. 50% of the Managers and Management Board members are women. In addition, women make up about 65% of Co-operative employment. It is vital for women to ascend to strategic positions as they are directly involved in decision making. As majority of the treasurers and secretaries of the co-operatives are women. Women are chairperson and secretaries of co-operatives Some Co-operatives are setting aside a certain

					minimum number of women leadership in line with the Government policy
	Number of gender specific events such as training, study tours, etc	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	More than 4 Non 0 non non 1		Various programmes have been designed for women by the Ministry and the NCC. Women attend events designed for general membership Few specific events such as trainings on how to make some domestic items including soaps, detergents, Shea Butter but also other several events not specific for women. No training about Co-operatives designed to target women only. The Gender Department has these for all women in general for all skills and programmes. Women Fund and Women , youth and people with disabilities participation in Government tenders initiative
	Number and type of women friendly enterprises practising co-operatives such as handcrafts, etc	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	100 All registered societies have women participating 10 3 1 3 1		Data not available 5 handcraft Co-operatives 1 waiving Co-operative 1 pottery 3 Cleaning and Catering Numerous co-operatives engaging in household and consumable items. There exist co-operatives in handicrafts and art. The sector is not large and does not consciously select women. The participation of women is circumstance driven Almost all co-operatives have the effect of leveraging these but there is no deliberate programme for this There are initiatives programme targeting women in co-

					operatives such as weaving have been de and handcraft.
		Number of national and institutional programmes targeting/supporting women initiatives	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	1 1 non 3 3	The Ministry implements a Special Support Programme for women whereby financial assistance is being provided to the women federation to assist in the capacity building and empowerment of women co-operatives. Data not available Government has prioritised Women's Economic Empowerment which forms the basis of their liberation. The initiative aims to help women groups with seed money to start their own income generation projects thus creating jobs and opportunities for sustainable livelihoods and income generation. To date there are more success stories emanating from this intervention. Few Government and Private/NGO initiatives on women empowerments including Women Empowerment Programme and Scheme Synergy (WEPSS) operated in Niger Delta Region. No training about Co-operatives designed to target women only. The Gender Department has these for all women in general for all skills and programmes. Women Fund and Women , youth and people with disabilities participation in Government tenders initiative
		Level of co-operative participation in national programmes targeting women	Mauritius Lesotho Botswana	Medium Non Medium	3 active co-operatives, others are being revived by the members. Women normally lead in participation of national issues though not coming in through the Co-operative Sector No available information/data.

			Nigeria Swaziland Zimbabwe	Low Medium Medium	No specific for Co-operatives. However Government has developed programmes targeting women in general, e.g. The Women's Bank, Internal Savings and Lending Schemes and other skills training programmes. These complement Co-operatives Several Women Co-operatives benefiting from Women Fund
	Number of co-operative based or leveraging women friendly economic and social enterprises		Kenya Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Medium 250 10 1 3 3	100 Women Co-operatives and some 150 Co-operative Credit Unions. All program offered are friendly to women The Co-operatives have achieved their objectives as they generate income for their members and ultimately reduce poverty. None Women participate in their own right but not as co-operators. Weaving, handcraft and SACCOs
	Level of gender policy adoption within the co-operative movement		Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low Medium Low Low Low Medium Low	Males and females are participating on equal level. Botswana signed Gender Protocol Agreement and Co-operatives are encouraged to incorporate it into their plans. None There is no gender mainstreaming. Gender aware policies need to be developed Kipkelion promoting women in coffee production and marketing.
	Existence of national action plans for implementing the ICA Gender Strategic Framework (including		Tanzania Mauritius Lesotho Botswana Nigeria	No None No	 No gender focal desk for the reasons given above. None

		establishment of the gender focal desk)	Swaziland Zimbabwe Kenya	Non No No	No action plan Few Co-operatives have adopted 1/3 appointment in offices rule
5	Youth	Percentage of youth membership in co-operatives	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Data not available At least 40% 25% At least 30% At least 15% About 25%	56 youth co-operatives are registered. Youth are in the majority in most of adult co-operatives. The percentage of Youth membership in Co-operatives is increasing as a result of introduction of youth friendly businesses. Age segregation based on the 24,175 co-operatives encoded into CODAS: Age 12-17, Male 58%, Female 42%, Age 18-30, Male 57%, Female 43%, Age 31-60, Male 62%, Female 38%, Age above 60, Male 58%, Female 42%. On average, youth membership is about Male 59%, Female 41% We have 26 registered Youth co-operatives and also have many youth in all other types of Co-operative. Youth ownership in co-operatives registered is about 15 % Over 200,000 youths in NYS youth Co-operatives and youth being well represented in urban SACCOs
		Percentage of youth participation in co-operative leadership	Tanzania Mauritius Lesotho Botswana Nigeria	at least 20% Data not available At least 40% 16%	Youth co-operatives are led by youth. In adult co-operatives there are youth participating in leadership. Tangible achievements have been realised in luring Youth to participate in Co-operatives. This was achieved through the development of Co-operative business with youth opportunities (non-traditional co-operatives) such as ICT, consultancy services, catering services and manufacturing Although no available data, but based on the percentage of

			<div>Nigeria</div> <div>Swaziland</div> <div>Zimbabwe</div> <div>Kenya</div>	<div>2</div> <div>26</div> <div>non</div> <div>2</div>	<div>operatives are new entrants into the market with less market share.</div> <div>2 youth co-operatives are being promoted and to be registered.</div> <div>Currently.</div> <div>No deliberate targeting youth co-operatives in registration</div> <div>Over 700 Co-operatives registered for youth</div>
	Number of national and institutional programmes targeting youth initiatives and/or with participation of co-operatives	<div>Tanzania</div> <div>Mauritius</div> <div>Lesotho</div> <div>Nigeria</div> <div>Botswana</div> <div>Swaziland</div> <div>Zimbabwe</div> <div>Kenya</div>	<div>0, 1, 2, ... n</div> <div>1</div> <div>9</div> <div>0,1,2,3 (100)</div> <div>1</div> <div>2</div> <div>non</div> <div>1</div>	<div>Sensitisation programmes to encourage youth to join the movement.</div> <div>3 national, 2 regional, 1 international programmes. Youth participated in Botswana, Lesotho and Swaziland Youth Federation youth co-operatives exchange program and Leadership Forum.</div> <div>Several exists but no official data</div> <div>BOLESWA Youth Exchange Programme is an annual event between Botswana, Lesotho and Swaziland aimed at mobilizing youth into forming Co-operatives. Botswana participated in the programme hosted by Swaziland in 2017.</div> <div>National Youth Conference and Boleswa Exchange Programme.</div> <div>To be introduced</div> <div>National Youth Service programme in informal settlements</div>	
	Number of regional Youth Forums arranged by ICA ROAF	<div>Tanzania</div> <div>Mauritius</div> <div>Lesotho</div> <div>Nigeria</div> <div>Botswana</div>	<div>0, 1, 2, ... n</div> <div>0</div> <div>1</div> <div>0</div> <div>1</div>	<div>Lesotho did not participate in the ICA ROAF youth forum due to financial constraints.</div> <div>None</div> <div>BOLESWA Forum – Alliance Africa Youth Network</div>	

			Swaziland Zimbabwe Kenya	None Non 0	We are expecting one in July, 2018. To be introduced WOCCU
6	Member Empowerment	The degree of co-operative participation in search for better markets and prices for members' produce	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Medium Low Medium Low Medium Low Medium Medium	Only 2 Agricultural Co-operatives participated in Fruit Logistica, Germany in search for better markets. Co-operatives participate in trade fairs and exhibitions at national and regional level. Co-operatives currently produce for local markets only due to high production cost, inconsistency in supply or insufficient supply hence not able to achieve economies of scale. However one of the resolutions reached during the last meeting in December 2017 is to promote inter trade between member countries and Co-operatives will be encouraged to bring their exhibits BOLESWA events. Agricultural Co-operatives engaging in agric shows, International World Food Days. Agricultural Co-operatives still struggling to secure sustainable markets for their produce. Co-operatives are able to secure markets with private sectors. More marketing collaboration by co-operatives required Agricultural Co-operatives are mainly active in Coffee and Dairy products. More need to be done in revival of cotton, fishery and other co-operatives
		Number and type of programmes for member empowerment through acquisition of knowledge and skills	Tanzania Mauritius	0, 1, 2, ...n 25	Co-operators are empowered through training programmes dispensed by various organisations - National Co-operative College, government and agencies at national, regional and international levels. There is an Education Scheme for Co-operative Societies under the Co-operative Development Fund which ensures capacity building of co-operators and assists co-operatives in the education /training needs by

			Lesotho	3 or more	<p>providing financial assistance.</p> <p>6 youth co-operatives trainings conducted and were attended by 527 youth co-operators, 176 village based courses attended by 585 co-operators, and 20 residential courses attended by 237 co-operators. Courses cover Business Management, Marketing, Co-operative Law, Co-operative Governance and Co-operative Management</p> <p>Empowerment programmes for Co-operatives are conducted on regular basis after conducting Training Needs Assessment. Programmes include Members Education and Group Orientations conducted both by regional offices and Botswana Co-operative Training Centre. The programmes are conducted jointly with key stakeholders. A total of 876 members have been trained to date.</p> <p>Many programmes and workshops as organized by Government for Co-operatives and NGO/farmer groups. Co-operatives are empowered through training programmes with various organisations, government and other agencies at both regional and national level. Co-operatives department has now developed a standard training manual being rolled out. Co-operatives are empowered through training programmes with various organisations, government and agencies at both national and provincial level. .</p> <p>Various programmes initiated by National and County Governments and Co-operative movement</p>
			Botswana	4	
			Nigeria	More	
			Swaziland		
			Zimbabwe	3 and more	
			Kenya	More than 3	

			Nigeria Swaziland Zimbabwe Kenya	Medium Low Low Low	stage compared to other business due to shortage of technical skill. Medium, with some having processing machines, other co-operatives sell unprocessed products. Agricultural Co-operatives still struggling for market share and value adoption because of lack of capital. There is need to put strategies in place for this Most Co-operatives are engaged in marketing of raw or semi processed products
7	Human Resources Development	Existence of national accredited co-operative training and education institution (university, college, centres, institute, etc)	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes Yes Continuous progress/ Conditional accreditation Yes Yes No Yes	Establishment of National Co-operative College under the Co-operatives Act 2016. Programs at Lesotho Co-operative College have been suspended to re-focus the College; The Botswana Co-operative Training Centre has received full accreditation from Botswana Qualification Authority. Three Federal Co-operative Colleges, other State Co-operative Colleges and Universities and a National Co-operative Development Centre exist. We have the Co-operative Development Centre (CODEC) through still processing accreditation. Need to establish a Task Team to look into the establishment of a Co-operative Training Institute. Co-operative University of Kenya

		Existence of co-operative training and education programmes available (certificates, diploma, degree, post-graduate, short-term programmes, etc)	<p>Tanzania</p> <p>Mauritius</p> <p>Lesotho</p> <p>Botswana</p> <p>Nigeria</p> <p>Swaziland</p> <p>Zimbabwe</p> <p>Kenya</p>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Short term course only</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>	<p>Certificates and short term programmes</p> <p>At present there are short-term programmes run by extension officers Country wide.</p> <p>Short term courses (certificate programmes) are offered at the Botswana Co-operative Training Centre. A total of 250 people have been trained.</p> <p>Yes, programmes including short term programmes, certificates, diploma, higher diploma, degree and post-graduates are available based on the various institution listed in the above bullet.</p> <p>Certificate in Co-operative Business Management.</p> <p>One institute trains Co-operators at certificate level. More needs to be done</p> <p>Co-operative University of Kenya offer Co-operative education and training from tailor made courses, certificate, diploma and degree levels.</p>
		Number of graduands in co-operative education by level of programmes	<p>Tanzania</p> <p>Mauritius</p> <p>Lesotho</p> <p>Botswana</p> <p>Nigeria</p> <p>Swaziland</p> <p>Zimbabwe</p> <p>Kenya</p>	<p>0, 1, 2, ... n</p> <p>0</p> <p>4</p> <p>350</p> <p>100 and above</p> <p>739</p> <p>1</p> <p>4</p>	<p>Diploma Program at Lesotho Co-operative College suspended for re-focussing process.</p> <p>A total of 100 graduates have received Training on Co-operative Business Management I and II (CBMI & CBMII). The two programmes takes 3 and 6 months respectively. High.</p> <p>Both full time and block/levels graduates.</p> <p>Numbers are low. About 12 certificate holders</p> <p>Co-operative Universities of Kenya offers degree programmes</p>

	Frequency in review and update of programmes conducted	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Regular Regular Irregular Not specified Regular Irregular None Irregular	<p>The National Co-operative College carries out an annual Training Needs Analysis and a calendar of training is worked out based on the findings of the Training Needs Analysis.</p> <p>Re-focusing is taking place at present but there is no specific period set for reviewing the programmes.</p> <p>Review is done after conducting training needs assessment.</p> <p>Regularly based on preview programmes among the Co-operative Colleges.</p> <p>However, there is currently Collaboration with Moshi Co-operative University.</p> <p>More needs to be done in this area</p> <p>Regular review by relevant university council and Commission for University Education.</p>
	Number of collaborative arrangements and networks of co-operative training institutions	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	0, 1, 2, ... n 4 None None 4 1 non 0	<p>The National Co-operative College carries out an annual Training Needs Analysis and a calendar of training is worked out based on the findings of the Training Needs Analysis.</p> <p>None at present as re-focusing of the College is taking place</p> <p>Usually through quarterly per review meetings.</p> <p>Moshi Co-operative University.</p> <p>There is need for training institutions to be established</p>
	Existence of ICT curriculum in HRD programmes	Tanzania Mauritius Lesotho	Yes No 	<p>Management (VAMNICOM), India (MOU) and Co-operative College of Malaysia, Malaysia (MOU in the pipeline).</p>

			Botswana	High	Co-operative College is undergoing refocusing process. Botswana Co-operative Training Centre is offering ICT Programmes which are relevant to the growth of Co-operative businesses. Some of the courses offered include word-processing, internet explorer and spreadsheet (excel) and PowerPoint.
			Nigeria	Yes	Yes, every College has curriculum of ICT
			Swaziland	Non	Still scouting for assistance from the relevant Institution.
			Zimbabwe	Yes/No	
			Kenya	Yes	
8	Stronger Regional Collaboration	Co-operative issues integrated in development agenda of regional Blocks	Tanzania	Yes	Data not available
			Mauritius	Yes	
			Lesotho	None	No regional system is operated.
			Botswana	No	There is need to link programs
			Nigeria	No	Existence of East Africa Co-operative Societies Act
			Swaziland	no	
			Zimbabwe	Yes	
			Kenya		
		Number of co-operative participation in regional trade fairs/exhibitions	Tanzania	low	5 co-operatives participated in Botswana Trade Fair
			Mauritius	Low	Three SACCOSs participated at BOLESWA Forum – Alliance Africa Youth Network, 2017 in Swaziland. The Co-operatives exhibited their products and services at the event for networking purposes
			Lesotho	Low	Participations at national agric shows and exhibitions.
			Botswana	None	
			Nigeria	Medium	
			Swaziland	Low	There are no co-operatives exhibiting at regional and international exhibitions and trade fairs.
			Zimbabwe	Low	There is low level participation of co-operative exhibiting at local, national and international exhibitions and trade fairs.
			Kenya	Low	
		Number and level of co-	Tanzania	0, 1, 2, ... n	

		operative organization operating regionally including in other countries	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	0 None None 0 Non none 2	There is no regional structure. No co-operatives operating in other countries Co-operative Bank and Co-operative Insurance Company
		Existence of regional co-op. to co-op. trade initiatives	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes No No None No non no Yes	 Not practiced. Non co-operatives have attended exhibition. Need to establish links Several MOUs have been signed friendly nations
9	Information and Communication Technology	Degree and Utilization of ICT in daily operations in co-op	Tanzania Mauritius	Low Low	The Ministry is encouraging co-operatives to use Information Communication Technology(ICT) and is providing the following facilities: (i) The Co-operatives Division of the Ministry has launched the Co-operatives Division e-Registration Portal (CDERP) on 08 September 2017 to enable potential promoters of a Co-operative society to submit their applications for registration and payment of application fees online. It also caters for online submission of financial statements. (ii) A scheme for acquisition of IT facilities is operational whereby a grant is provided to co-operatives for the

			<p>Lesotho Botswana</p> <p>Nigeria</p> <p>Swaziland</p> <p>Zimbabwe Kenya</p>	<p>Low Low</p> <p>Low</p> <p>medium</p> <p>Low Low</p>	<p>purchase of computer/laptop.</p> <p>(iii) Operation of Co-operative ICT centres to assist co-operatives to use IT in their day-to-day activities.</p> <p>Few co-operatives are using ICT in their daily operations</p> <p>About 80% of the co-operatives have automated their operations through various ICT techniques.</p> <p>Due to paucity of infrastructure, only viable co-operatives utilize ICT.</p> <p>Although access to technology is in its abundance, the majority of the co-operatives in the country are in the previously disadvantaged areas, which is still underdeveloped. And therefore the use of technology by co-operatives is very low if not extremely low.</p> <p>Although access to technology is in its abundance the use of technology by co-operatives is very low if not extremely low.</p> <p>-All large and medium sized co-operatives have computerised their management information systems. SACCOs have networked their branches and even linked to Bank Automated Teller Machines. Other SACCOs are offering Mobile banking. But most of the small and rural Co-operatives are yet to adopt ICT</p>
		The level of computer literacy in co-operatives	<p>Tanzania</p> <p>Mauritius</p> <p>Lesotho</p> <p>Botswana</p> <p>Nigeria</p> <p>Swaziland Zimbabwe Kenya</p>	<p>Medium</p> <p>Low</p> <p>Medium</p> <p>Low</p> <p>Low</p> <p>low Low Low</p>	<p>Most co-operators who have secondary or college or university education are computer literate, only un-educated rural co-operators are not.</p> <p>About 26% of the Co-operatives have websites publicizing and promoting their products and services</p> <p>While high in some areas, it is low in many co-operatives that are at the community levels.</p> <p>Need for capacity building</p> <p>Members in rural SACCOs are computer illiterate</p>

		The percentage of co-operatives with computerized information system	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low Low Low High Low low Low Low	Few co-operatives are using ICT in their operations Compared to the number of societies, which bulk are at the community levels. Need for capacity building Small and Rural Co-operatives have not adopted ICT
		Percentage of co-operatives with access to internet communication	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Medium Low Low High High /medium low Low Low	Few co-operatives are connected to internet communication. 80% of Co-operatives have access to internet connectivity. Both high and medium, depending on the status of co-operatives. Services are available but not utilised
		Promotion of a co-operative identity through ICT (e.g. use of coop. domain)	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes No Yes Yes no No No	The Ministry has a website where information of Co-operatives are disseminated Botswana Co-operative Association have engaged Consultant who will be developing a tailor-made software for Co-operatives to standardise Co-operative information management. However, usage is still minimal. Need to be developed

			Swaziland Zimbabwe Kenya	Non 1 0	Low: University student research on co-operatives is on the rise State department responsible for co-operatives is lowly funded
	Number of research based innovations adopted by co-operatives in a year	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	0, 1, 2, ...n None 1 None 0 none None 0	Feasibility Study on Co-operative Development Fund which itself is innovation. None Product based innovation might be going on unreported There is specific fund for Co-operative research	
	Availability of co-operative research funding and programmes	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	1 No Yes None No non No No	Research is funded by Government through the Ministry of Small Business Development, Co-operatives and Marketing. Nil	
	Availability of co-operative research capacity building programmes/institutions	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Available limited availability Limited availability None Limited availability Limited available Limited	The Department of Co-operatives depends on out-sourcing consultants to conduct research. Minimal from the Co-operative Colleges due to lack of funds. There are no dedicated research institutions for co-operatives and very few funds are allocated for Co-operative research for the development of co-operatives.	

				available	
11	Concern for Community	Engagement of co-operatives in community related activities	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Medium Medium Medium Medium Medium medium Medium Medium	<p>Number of co-operatives are engaged in community related activities, e.g job creation, sustainable livelihoods, social activities</p> <p>Some School Co-operatives are buying books for orphaned students in their schools, especially members. Data is not available for how other co-operatives are participating.</p> <p>Through upholding the principle of ‘Concern for the Community” Co-operatives are engaged in community related activities. During the 2017 International Co-operative Day Commemoration all the Co-operatives constructed a house for a needy family, as shelter is a basic necessity for life. Another project is on-going and it is expected to be handed over during the International Day of Co-operatives. In addition, Co-operatives in their respective localities have made significant strides in community development such as adopting a school to assist with funds.</p> <p>Engage based on the Co-operative principles.</p> <p>Number of co-operatives are engaged in community related activities, e.g job creation and sustainable livelihoods</p> <p>Most co-operatives is engaged in community related activities, e.g job creation and sustainable livelihoods, environment protection, community projects and charity work.</p>
		Participation of national umbrella organizations in global initiatives such as climate change	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No No No None No Non No No	<p>No available data to ascertain.</p> <p>Need to bring consciousness among umbrella organisations</p>
		Co-operatives response	Tanzania	Very few	

		and participation to disaster management (such as civil conflicts, earthquakes, landslides, floods, etc)	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low None None Low Low None Low	No available data to ascertain. No deliberate policy on this issue among co-operatives
12	HIV and AIDS	Level of co-operative members awareness on HIV/AIDS	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	High None High Medium High High High High	Majority of co-operatives members are aware of HIV & AIDS. Majority of Co-operative members are aware of HIV & AIDS at their respective communities and even participate at National activities though Many are aware through awareness among members during their meetings. Majority of co-operatives members are aware of HIV & AIDS. Majority of co-operatives members are aware of HIV & AIDS.
		Availability of co-operative strategies/measures to mitigate HIV/AIDS	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes No No None No Yes Yes Yes	Co-operatives members get awareness through campaigns run by the Ministry of Health and NGOs. HIV & AIDS awareness programmes are given to Co-operatives members in various communities. Through the awareness creation at various levels. HIV & AIDS programme awareness are given to co-operatives members in various communities. HIV & AIDS programme awareness are given to co-operatives members in various communities.
		Level of adoption and existence of work-based	Tanzania Mauritius	High None	

		HIV/AIDS policies	Lesotho Botswana	Low Low	Data not available Majority of Co-operative members support members living with HIV & AIDS at their respective communities and even participate at National activities though not participating through Co-operative identity. No records. There is need to put this in place Co-operatives have not embraced this
		Availability of co-operatives support services to people/members living with HIV/AIDS	Nigeria Swaziland Zimbabwe Kenya	None Low Low Low	Currently there are no Co-operative support services offered to help people/members living with HIV/AIDS. No records. No institutionalised approach Non existent
13	Relevant Taxation for Co-operatives	Existence of special tax regimes for co-operatives	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes No Yes No no No	Corporate tax rate of 15% applicable to all co-operatives except for: (a) co-operatives operating in the sugar sector; and (b) Co-operative societies are being exempted from the payment of corporate tax on all non-sugar agricultural activities. Savings and Credit Co-operative Societies are exempted from paying tax as they promote savings. The existing Co-operative legislation exempt co-operatives from paying tax and stamp duties. Co-operatives pay 5% of surplus to Co-operative

			Kenya	Yes	Development Fund. No Corporate tax for co-operatives Taxable income for co-operatives is different from that of other organizations. But more need to done
		Level of tax compliance by co-operatives	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	High High Medium Moderate Medium Medium Low High	All co-operatives are tax compliant Data not available Most of the operational Co-operatives are in compliance with tax statutes. Not applicable. Co-operatives not paying the 5% of surplus Most of the Co-operatives are Tax compliant. This is because it is now compulsory for all natural and corporate persons to fill tax returns in Kenya
		Participation of co-operative movement in tax advocacy and national budget preparation process	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	None High None Low Low Low Low	Co-operatives are consulted for budget preparation. Nothing known to the Department of Co-operatives Numerous efforts are made by BOCA as an advocacy organisation for tax exemption. Not applicable. Not participating in tax advocacy and national budget preparation process. Co-operatives are not involved at all
		Absence of double taxation on members' dividend incomes from co-operative Surplus	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes Yes No No Yes No	There is no double taxation identified. Not applicable. Very few coops have divided to declare Surplus to members in Saccos are treated as interest on deposit and there deducted per tax purposes
14	Auditing	Compliance of co-	Tanzania	Low	

	Standards and Procedures for Co-operatives	operative to annual audit requirement	Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	High Low Moderate Medium High Low Low	<p>Very few co-operatives are complying.</p> <p>Some Co-operatives use manual accounting system and as a result end up taking longer time to generate reports. Record keeping is also a challenge to some Co-operative employees despite regular training. The ongoing computerization project is expected to resolve the issue of audit backlog.</p> <p>Only the viable co-operatives that mostly comply.</p> <p>Both the well-established co-operatives and the smaller and emerging co-operatives are not submit audited financial statements to the Registrar of Co-operatives, not usually compliant</p> <p>While the well-established co-operatives do submit audited financial statements to the Registrar of Co-operatives, the smaller and emerging co-operatives are not usually compliant.</p>
		Coverage of co-operative audit (including financial, management audit, environment, etc)	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Narrow Medium Narrow Moderate Narrow Narrow Narrow Narrow	<p>Auditing regulations cover mostly financial aspects</p> <p>Very few co-operatives are being audited</p> <p>Audits cover the financial and the management aspects using Generally Accepted Accounting Principles.</p> <p>As depending on the status and viability.</p> <p>Auditing regulations need to be developed with inputs from auditing professionals to cover financial, management and social audits</p> <p>The common audit in most co-operatives is financial audits. Only large co-operatives to perform management audit. There are proposals for introduction of social and</p>

				environmental audits.
	Availability and use of co-operative audit professionals	Tanzania Mauritius Lesotho Botswana 		

			Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low Medium Medium Medium High High High	<p>Free Audit service provided by the Ministry to co-operatives. Co-operatives with revenue exceeding Rs1million and turnover exceeding Rs5million may have recourse to private auditors.</p> <p>They are charged according to the scope of work that has to be done by auditors.</p> <p>Private auditors charge high prices which are not affordable to Co-operatives operating on a small scale. Government conducts audits for co-operatives with a turnover of less than 5 million Pula per annum. Audit fees are charged at 0.15% of the turnover for non-financial Co-operatives and 1.5% of interest on loans for financial Co-operatives.</p> <p>Moderate as being negotiated.</p> <p>However the Co-operative societies Act Chapter 24.05, allows for other independent reviews or audits by persons approved by the Registrar.</p> <p>The efforts have been there locally as can be evidenced by participation of ICPAK in developing Co-operative audit reporting format. .</p>
	Advocacy for recognition of co-operative enterprises as special business model by international auditing standards organization	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes No No Yes Yes Yes Yes		<p>Financial Statements are prepared according to Financial Reporting Standard for Small Entities(FRSSE)</p> <p>As some of most viable co-operatives already engage Chartered Accountants in auditing their accounts.</p> <p>There is need to consult accounting and auditing professional bodies in the country to recognise co-operatives as special enterprise models.</p> <p>The County Governments step in by providing subsidised audit services to small co-operatives</p>

15	Capacitating the ICA Region Office	Amount contributed annually by member organizations and governments	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	US\$ 6500 Yes US\$ 0-upwards upwards US\$ 0- and upwards	Mauritius Co-operative Alliance(MCA) is a member of ICA It has not been easy for the Endowment Fund to be captured in the Government IFMIS system. The Government has provision of subscriptions but the endowment Fund does not have a vote created for it as it is not common in other Ministries. USD100 000 contribution towards the Endowment Trust Fund has been fully paid by the Government of Botswana on behalf of Co-operative Association. Through payment of annual subscriptions. Government have opted to pay the full amount of USD100,000.00 as our contribution for the period 2010 to 2014 for the development of the Co-operative movement on the continent and to capacitate the regional office. The Government of Kenya is fully paid up at USD 20,000 per year over a period of 5 years.
		Number of contributing member organizations and governments	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Number of co-ops: 0, ...n 1 1 Government – Yes, number of co-ops: 0,1,2,3 n Government yes No. of co-operatives none Government – yes / no, number of co-ops: 1,	 Botswana Co-operative Association (BOCA) Yes, Government and some 3 other co-operatives those are members.

	Investment and Utilization policy of EF put in place	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes/No No N/A No No No	No Not clear
	Annual Audit of EF and report disseminated to stakeholders	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes/No N/A N/A No Yes No	
	Investment income generated by the fund per year	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Amount in US \$ -- N/A N/A Nil No	
	Percentage of member organization that paid annual subscriptions	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Medium High N/A Low High High	None
	Number of new member organizations joining ICA Africa	Tanzania Mauritius Lesotho	0, 1, 2, ... n No	

			Botswana Nigeria Swaziland Zimbabwe Kenya	None 1 0	Fishery Coop Federation
		Services offered by ICA ROAF reaching members	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No N/A Yes No No	Members' enrolment is satisfactorily and initiatives from the trainings have yielded positive results. None
16	Monitoring and Evaluation Mechanisms	Monitoring indicators guide developed	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes Yes Yes Yes Only 1 No No No	There is a tool developed for Lesotho Co-operative Data System that is being tested in selected co-operatives. Good Governance guidelines have been developed
		Monitoring indicators ratified and adopted by ICA Regional Assembly and CMC	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Yes No No Yes No No Nil No	
		Level of popularization of Monitoring indicators guide	Tanzania Mauritius Lesotho Botswana	Low Low Medium	The Department is continuously popularising the

			Nigeria Swaziland Zimbabwe Kenya	Low N/A Low	indicators to the Co-operative societies. None This is because no indicators were developed
		Regular MCTC and mid-term review of co-operative Ministers held	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No No Yes Yes No No No	Not at country level An annual National Council on Co-operative Affairs meetings holds.
17	Engagement with Regional Integration and Economic Blocks	Number of regional blocks and continental bodies having co-operatives on their development agenda	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	0, 1, 2, ...n 2 None N/A None 5	African Asian Rural Development Organisation(AARDO) and European Union(EU) Data not available 0 (this is not relevant to country analysis)
		Number of regional bodies with co-operative development programmes/initiatives	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	0, 1, 2, ...n 2 N/A 2 0,1,2,3 n	African Asian Rural Development Organisation(AARDO) and European Union(EU) ICA-Africa, IFAD-RUFIN
		Number of partnership agreements/MoUs between ICA ROAF and regional bodies	Tanzania Mauritius Lesotho Botswana	0, 1, 2, ...n 0 N/A	

			Nigeria Swaziland Zimbabwe Kenya	None 0,1,2,3 n	0
18	Restructuring of the Co-operative Ministerial Conferences	Concept for restructuring of CMC developed	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No N/A No N/A No no	Data not available (this is not relevant to country analysis)
		Concept deliberated by the MCTC and CMC respectively	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No N/A No N/A No no	
		Proposal for restructuring adopted by the CMC	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	No N/A No N/A Yes no	
19	Implementation of the Co-operative Development Decade	The level of understanding of the Co-operative Development Decade/the Blueprint (Vision 2020)	Tanzania Mauritius Lesotho Botswana	Low Medium High	The Department for Co-operative Development together with Botswana Co-operative Association (BOCA) publicised the strategy in 2015 and urged Co-operatives to incorporate it in their respective strategies

			Nigeria Swaziland Zimbabwe Kenya	Low low Low Low	Low implementation
	African Co-operative Development Strategy ratified by member countries and popularized	Tanzania Mauritius Lesotho Botswana	No Yes Yes High	No Yes Yes High	A Strategic Action Plan for 2018-2020 has been worked out and is being implemented. The Action Plan captures the targets of the UN SDGs which are in the Agenda 2030, achieving sustainable production, food security, poverty alleviation, sustainable development, empowering women and amongst National Co-operatives Strategy not yet developed The strategy was structured on the basis of the Blueprint for Co-operative Decade 2011-2016 and it has been given wide publicity by the Co-operative Movement and Government of Botswana. No but regulators are aware of the strategy A national co-operative strategy not yet developed.
	The extent of sectoral diversification of co-operatives sector to address global challenges	Tanzania Mauritius Lesotho Botswana Nigeria Swaziland Zimbabwe Kenya	Low Medium High Low Low Medium Low	Low Medium High Low Low Medium Low	The Co-operative share in agriculture and sugar sectors is high. Low diversification
	Level of sustained government support to the co-operative movement and relevant co-operative department/ministry	Tanzania Mauritius Lesotho	Decreasing Increasing Stable	Decreasing Increasing Stable	The Government is allocating money to the Department of Co-operatives on capacity building of co-operatives annually.

			<p>Botswana</p> <p>Nigeria Swaziland</p> <p>Zimbabwe Kenya</p>	<p>Medium</p> <p>Decreasing Increasing</p> <p>Increasing decreasing</p>	<p>With the exception of SACCOs other sectors share is low. The Government supports the development of Co-operatives through giving technical support and through creation of conducive environment to improve the doing business environment. Funding institutions/Ministries have incorporated Co-operative businesses to benefit from their services.</p> <p>Decreasing government support</p> <p>Government support is increasing by the day. Decreased budgetary allocation by government to the department of Co-operatives</p>
		Relative share of co-operative business in different sectors e.g. marketing, finance, housing, etc	<p>Tanzania Mauritius Lesotho Botswana</p> <p>Nigeria</p> <p>Swaziland Zimbabwe Kenya</p>	<p>Low Medium Low Low</p> <p>High</p> <p>low Low Medium</p>	<p>However, the share of Co-operatives in finance and housing has grown tremendously in the past five years as a result of diversification efforts by Co-operatives. Co-operatives are into the different sectors of economy including housing, finance, marketing, agriculture, etc Mostly in financial and agricultural production. predominantly in financial and transport sector</p>

Annex 3; Conference Presentations

<https://icaafrica.coop/sites/default/files/basic-page-attachments/presentations-577134101.zip>

Annex 4; Country Progress Reports

<https://icaafrica.coop/sites/default/files/basic-page-attachments/country-progress-reports-839548010.zip>

Annex 5 ; Participants List

<https://icaafrica.coop/sites/default/files/basic-page-attachments/participants-list-1114483759.pdf>

Annex 6 ; Concept Note and Programme

<https://icaafrica.coop/sites/default/files/basic-page-attachments/concept-note-co-operatives-for-zero-hunger-1634586754.pdf>

Programme:

<https://icaafrica.coop/sites/default/files/basic-page-attachments/conference-programme-1265563111.pdf>

Annex 7 ; Action Plans for Zero Hunger

<https://icaafrica.coop/sites/default/files/basic-page-attachments/co-operative-leadersmanagers-and-mctc-meeting-action-plans-1680931813.zip>

Annex 8 ; Evaluation Form

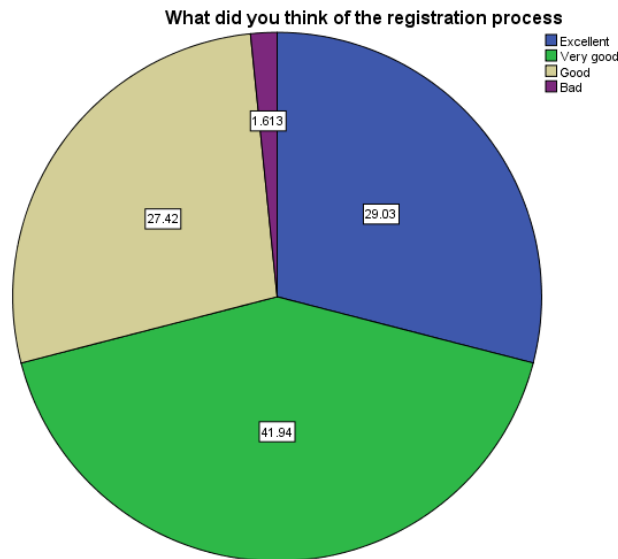
1. *Was the information that you received prior to the conference helpful to your preparation for your trip/or getting approval to attend the co-operative leaders/managers and ministerial conference technical committee meeting?*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1.6	1.6	1.6
Extremely useful	16	25.8	25.8	27.4
Very useful	36	58.1	58.1	85.5
Somewhat useful	6	9.7	9.7	95.2
Not at all useful	3	4.8	4.8	100.0
Total	62	100.0	100.0	

What could be improved?

- Customize information into different languages.
- Organization, attendance, presentation and participation.
- To keep it up
- The format is too long but the time to through it is short.
- Some of the information was not received so improve to ensure participants are well prepared especially on assignments.

2. *What did you think of the format of the conference sessions?*



How could we improve?

- Track the updated list of participants.
- Being more active and present
- Well handled
- Making it totally digital so that someone comes with a badge already printed.
- Good as it is.
- Earlier or more tables.
- The paper recording for the participants' details should have more space and professional.

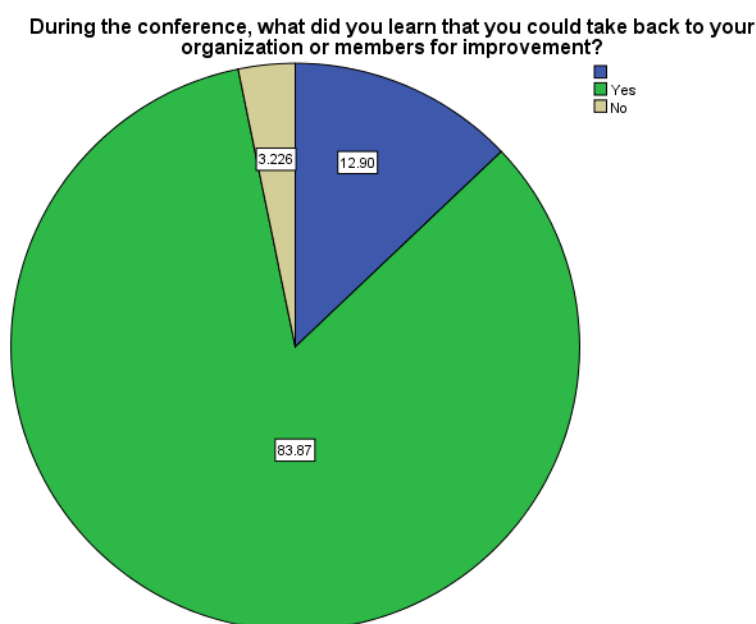
3. What did you think of the format of the conference sessions?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	3.2	3.2	3.2
Excellent	21	33.9	33.9	37.1
Very good	20	32.3	32.3	69.4
Good	18	29.0	29.0	98.4
Bad	1	1.6	1.6	100.0
Total	62	100.0	100.0	

Comments for improvement

- All presentations were excellent
- Group discussion for emerging challenges to be considered.
- Reports from each country should answer the questions presented by ICA but each presenter should use their own presentation including the way to make it more attractive.
- Reporting format of the country reports.
- Presenters to be considering translators as others were rushing making it difficult in translating.
- Well handled.
- Time must be adhered to.
- The conference should be used to solve needs assessment.
- Official opening should be conducted in the form of dinner so that it does not affect the proceedings of the conference.
- Making it more participative
- More time for making questions.
- Should not be too long.

4. During the conference, what did you learn that you could take back to your organization or members for improvement?



If Yes, what is that?

- The experience from other countries, the high level of co-operative members of ICA.
- B20 and G20 achievement and aspirations.
- The strategies that other countries use to improve communication and organisation.
- Establishment of Coop University.
- How to use the resources to engage more members.
- Each member of our organization so present the report.
- The 17SDGs especially SDG2 which we are going to address immediately at home in Lesotho.
- Co-operative is the base for achieving Zero hunger.
- Almost every presentation like partners, value adding.
- Financial report from the local governments.
- Cooperation is better than competition.
- Believing that we need good leadership
- Partnerships as a vital tool in Co-operative development.
- Research proposals on co-operatives for Africa.
- Computer literacy for Co-operative members.
- The importance of agriculture co-operatives in SDGs functionality.

5. Are there any specific topic(s) you would like to see included in the next conference programme?

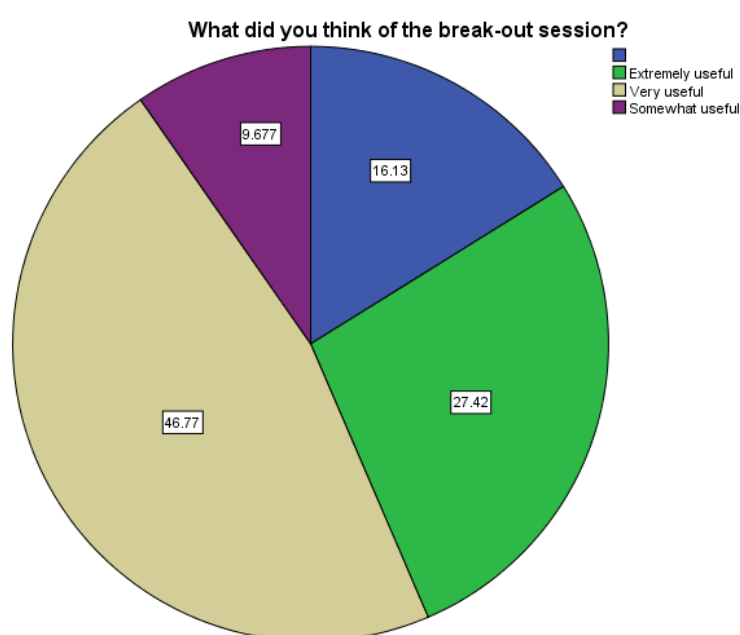
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10	16.1	16.1	16.1
Yes	35	56.5	56.5	72.6
No	16	25.8	25.8	98.4
5	1	1.6	1.6	100.0
Total	62	100.0	100.0	

Please list them:

- Strategies of communication between countries

- How to map the Co-operative according their intervention/ activities.
- Comparative review of National coop laws
- Example of coop business enabling taxation regimes including the coop registration approaches.
- Co-operative act
- Co-operative university and in secondary school to reach youth students.
- Production result index of specific product.
- There should be time for networking.
- Presentations to be shared to participants.
- Reports by Apex co-operatives from different countries.
- Practical programs in countries implemented by strategic partners mainly in growing countries where response on co-operatives is low.
- Implementation plan drafted by coop Agriculture Committee.
- Linkages between Saccos and Agricultural coops.
- Getting youth involved in each conference event.
- To find a proper way of holding our leaders accountable.
- To see how to implement any solutions provide to problems.
- To provide a program to enable the youth to be part of the cooperation.
- Integration of “zero hunger” component in all international NGO Agenda.
- Strong participation of co-operators.
- Reality of coop entrepreneurship
- Formalization of informal community rooted Co-operative activities and societies.
- Management of Agriculture co-operatives.
- Co-operative education to new members
- Relationship between agriculture and consumer co-operatives.
- The rate of affiliation of primary to secondary and to Apex is very low, needs to see and make co-operatives aware for the need to group.
- Financing methods

6. What did you think of the break-out session?

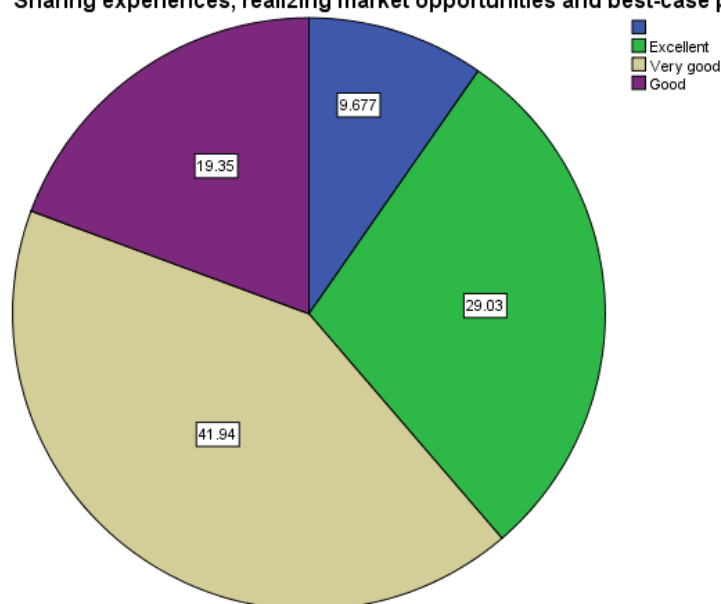


7. What did you think of the video presentation on the background paper?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	6.5	6.5	6.5
Excellent	31	50.0	50.0	56.5
Very good	11	17.7	17.7	74.2
Good	16	25.8	25.8	100.0
Total	62	100.0	100.0	

8. What did you think of the session on, 'How can private sector, CSOs, UN Agencies and National Authorities co-operate to achieve SDG 2-Zero Hunger? *Sharing experiences, realizing market opportunities and best-case practice.*'

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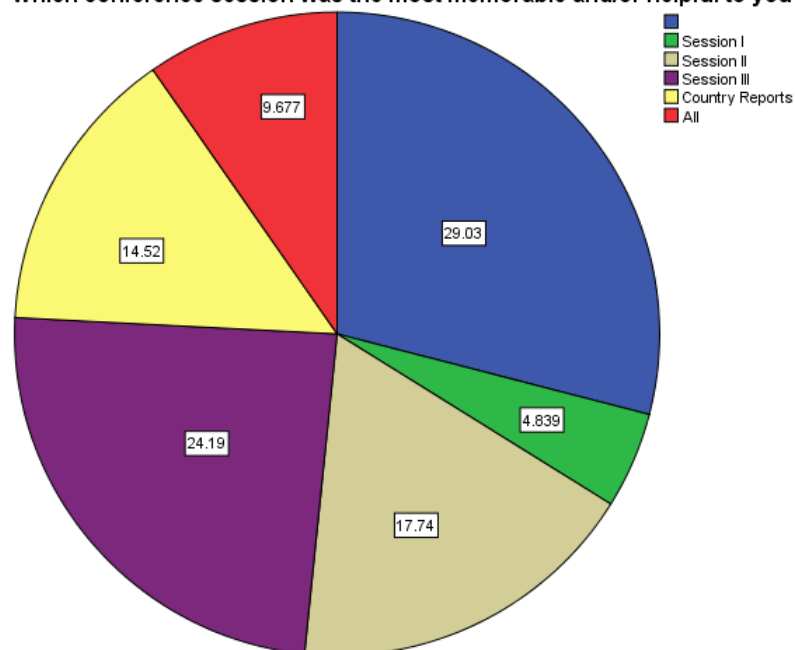


9. What did you think of the session on, 'What needs to be done by Co-operatives in eradicating hunger in Africa by 2030? *Could the Africa Co-operative Bank be one of the Solutions?*'

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	8	12.9	12.9	12.9
Excellent	17	27.4	27.4	40.3
Very good	18	29.0	29.0	69.4
Good	18	29.0	29.0	98.4
Bad	1	1.6	1.6	100.0
Total	62	100.0	100.0	

10. Which conference session was the most memorable and/or helpful to you?

Which conference session was the most memorable and/or helpful to you? Why?



11. How likely is it that you would recommend the event to a colleague?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	7	11.3	11.3	11.3
More Likely	11	17.7	17.7	29.0
Most Likely	18	29.0	29.0	58.1
Extremely Likely	26	41.9	41.9	100.0
Total	62	100.0	100.0	

12. Do you have any general recommendation(s) to help us improve in our next conference?

- To have presentation that can bring summary of list of the areas in each countries.
- Presentation and discussion of success case of government environment to support Co-operative movement.
- Time management both the organizers and participants.
- invite more co-operatives to enable networking.
- provide full agenda before the day.
- I want you to continue to improve ICA they host us very good.
- Youth representative/participation in the conference and presentation reports.
- Extension of invitation to other governments which were not present.
- More questions and answers session during the sharing of experiences.
- Practical feedback from ICA on the co-operatives assistance in achieving SDG2.
- Less presentations, the presentations were excellent but rushed.
- The report should be printed out for each member from each country and given to us to read as they are given in details.
- The conference was well organized including the logistics. Presentations by experts should be given more time as they have the potential to help us make proper decisions or policies.

- Since co-operative performance is gradually prospering in Africa, we recommend topics patient to Africa Situations.
- Language to dress code for service providers (ushers) select those with multi language skills. Dress appropriately short dress though seen modern – do not impress.
- Improve translation services.
- Mach time to share experience, discussion and questions.

13. *Would you like to volunteer to host next year's Co-operative Leaders/Managers and Ministerial Conference Technical Committee Conference? (Yes/No). If Yes, kindly provide us with your details as below.*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	32	51.6	51.6	51.6
Yes	18	29.0	29.0	80.6
No	11	17.7	17.7	98.4
3	1	1.6	1.6	100.0
Total	62	100.0	100.0	

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