AFRICA CO-OPERATIVE DEVELOPMENT STRATEGY

2023- 2033

"ONE CO-OPERATIVE - ONE AFRICA"

DRAFT

OCTOBER 2022

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LIST OF ABBREVIATIONS/ACRONYMS

ACDS	African Co-operative Development Strategy
AfCFTA	African Continental Free Trade Area
AU	African Union
COVID-19	Corona Virus Disease 2019
CUK	Cooperative University of Kenya
DS	Development Strategy
ICA	International Cooperative Alliance
ICA-Africa	International Cooperative Alliance Africa
ILO	International Labour Organisation
MEL	Monitoring, Evaluation and Learning
MoCU	Moshi Co-operative University
NGO	Non-Government Organisations
SDG's	Sustainable Development Goals
SSE	Social and Solidarity Economy
UN	United Nations
WCM	World Co-operative Monitor

STATEMENT OF THE CHAIRPERSON

The 2023-2033 Africa Co-operative Development Strategy sets out the vision and mission for the sector, with recommended objectives and strategies for both the movement and African States. The International Cooperative Alliance Africa (ICA-Africa) shall implement the Strategy within the three strategic areas namely promotion of co-operative identity, cooperation among co-operatives, and institutional capacity for effective service delivery. The major focus is to promote and strengthen the co-operative movement in the region and provide demand-driven services and products. We identified four elements critical to future success of the African cooperative enterprise. The elements are: shared resources and services, visibility, data, as well as research and innovation. With these we can make more visible co-operatives and raise awareness of the African cooperative movement in general, and cooperative enterprises in particular. As it stands, the African co-operative enterprise best practices are less visible to the world. It is imperative to have a comprehensive, globally comparable and consistent data set that adequately reflects the socio-economic activities of the sector and respective contribution to the economy. When the public is aware of co-operative values, principles, and endeavours, they are more likely to promote, apply and protect them widely. During this Strategy period, the co-operative movement in Africa shall gather, disseminate and portray information on their operations. Co-operatives will be required to mainstream research in their socio-economic activities; and promote integration of cooperative agenda. This will nurture and develop an ecosystem that rebrand the co-operative movement and brings together the diverse favourable cultural practices and operations of co-operatives. Working together is our strength, let us share resources and services to stimulate co-operative investment and promote competitive enterprises. This Strategy provides a framework to ICA-Africa in engaging relevant stakeholders in facilitating joint business efforts. We would like to thank co-operative stakeholders, members and prospective members for their valuable contributions to the development of this Strategy. They have been extremely informative and have laid the

foundation for this Strategy. I am confident that the Strategy will mobilise resources from a variety of stakeholders to aid in its implementation. We humbly urge all those who have a strong desire to support the co-operative movement in Africa to do so.

High Chief Ayeola Tajudeen Oriyomi

STATEMENT OF THE REGIONAL DIRECTOR

The United Nations (UN) and its agencies recognise the significance of co-operatives in socio-economic development. The UN for instance, emphasizes the uniqueness of co-operatives as enterprises that are critical to implementing socially inclusive policies that drive inclusive development. Co-operatives have an instrumental role in the realisation of the 17 Sustainable Development Goals (SDGs) and its targets. Specifically, cooperatives have critical roles in eradicating poverty, reducing hunger, contributing to ensuring healthy lives, ensuring quality education, achieving gender equality, providing decent jobs, addressing climate change issues and promoting inclusive and sustainable industrialisation. On the other hand, the ILO, in its Recommendation 193 recognises co-operatives as important enterprises in job creation, resource mobilisation, investment generation, social protection and general contribution to the economy. The ICA-Africa, cooperative movement and stakeholders shall ensure these aspirations and specific goals are realised.The Agenda 2063 (The Africa We Want) is another blue print from which cooperatives contribution is potential. The Agenda underlines seven aspirations all of which provide avenue for co-operatives to operate. Co-operatives, under the Agenda, can contribute to a prosperous Africa. Sound policy and legal framework will drive transformation of the African co-operative movement by providing conducive environment for co-operative business development. The Strategy envisions a strong cooperative movement in Africa that promotes inclusive growth. In its implementation therefore, the ICA-Africa shall continue to support and seize opportunities for the cooperative movement to be integrated into the African Union platforms. By 2033, ICA-Africa intends to see dynamic and inclusive cooperative movement based on shared resources with high productivity and competitive advantage. The ICA-Africa will join forces with International Co-operative Alliances, global and regional and other initiatives, for co-operative development as part of implementation of the Strategy. In addition, the ICA-Africa, co-operative movement and stakeholders in general shall exploit all relevant potentials and resources in order to increase the contribution of co-operatives to the African economy. ICA-Africa appreciates the contribution of all

stakeholders who took part in the preparation of the 2023-2033 Africa Cooperative Development Strategy (ACDS).   The support is not expected to end with the preparation. We hope that it will extend to the successful implementation of the Strategy.

Dr. Chiyoge B. Sifa

EXECUTIVE SUMMARY

The International Cooperative Alliance (ICA) is the oldest non-government organisation uniting, representing and serving cooperatives worldwide. The ICA serves through its regional offices which are positioned in Africa, Americas, Asia Pacific and Europe. The ICA-Africa is one of the four regional offices. It was established in 1968 and formally headquartered in Nairobi, Kenya since 2004. The ICA-Africa, serves, unites and represents 44 member organisations which are spread out in 24 countries and supranational member representing multiple countries in the Africa region. In its efforts to enhance the operational effectiveness, the ICA-Africa has recently opened a North-Africa sub-regional office in Cairo, Egypt. Generally, ICA-Africa promotes and strengthens autonomous and viable co-operatives in the continent through capacity building and policy advocacy for the socio-economic benefit of its members.

The Vision of the International Co-operative Alliance is to be *"A hub for people's socio-economic transformation".* Its Mission is *"To promote a dynamic and inclusive co-operative movement through shared resources".* The Core Values that will guide the fulfilment of its Vision and Mission are inclusiveness, self-responsibility, social responsibility, democracy, solidarity, integrity, stewardship, partnership, creativity and innovation and team work.

This Africa Co-operative Development Strategy 2023-2033 presents the path forward for co-operative enterprise development in Africa over the next ten years. It is the result of a thorough review of relevant documents, consultations, and refinement process that considers the changing socio-economic context as well as the lessons learnt during the implementation of the 2017-2020 Strategy and previous other strategies. The analysis of the ICA-Africa operational environment, as well as contextualisation of the global and regional co-operative movement and its competitors' undertakings, served as the base for identifying strategic areas. Three strategic areas have been identified to help ICA-Africa realise its Vision and Mission. The strategic areas guided the formulation of strategic objectives. During the ten-year Strategy period, the

ICA-Africa will employ strategies seeking to realise the strategic objectives of: strengthening and promoting co-operative identity; sustaining cooperation among cooperatives, and reinforcing institutional capacity for effective service delivery.

The attainment of these strategic objectives, will lead to the effective and efficient operations of the ICA-Africa. Furthermore, the attainment will improve performance and increase capacity to adequately serve its current and prospective members. The Strategy will be financed by, among others; product and services, members' subscription fees, project support, contributions and donations. Various stakeholders and actors will be involved in the implementation of the Strategy including member states, members, support organisations and the ICA-Africa Board and Secretariat. Monitoring and evaluation of implementation of the Strategy shall be participatory. This Strategy will be reviewed as need arises based on feedback received from key stakeholders.

CHAPTER ONE

INTRODUCTION

1.1 Overview

The International Co-operative Alliance - Africa (ICA-Africa) is a regional office of the International Co-operative Alliances (ICA), along with Europe, Asia-Pacific, and the Americas. ICA is a non-governmental organization which became operational in 1895, an apex body representing cooperatives worldwide, which are estimated to be around 3 million, providing a global voice and forum for knowledge, expertise and coordinated action for and about cooperatives. ICA-Africa was established and based in Moshi, Tanzania since 1968, and in 2004, it was relocated to Nairobi, Kenya. ICA-Africa has been charged with the duty of serving, bringing together and representing ICA African member organizations and individuals. ICA-Africa represents 44-member organizations across 24 countries of which nine (9) are associate members by 2022. This represents a 34% increase over 2017, when the African Co-operative Development Strategy 2017-2020 was launched. The ICA-Africa promotes and strengthens autonomous and viable co-operatives across the region by doing the following:

a) Serving as a forum for exchange of experience and a source of information on co-operative development, research, and statistics;

b) Providing technical assistance for Co-operative development; and

c) Collaborating with national governments, United Nations organizations, and African regional organizations.

The ICA-Africa strives to promote and strengthen the Co-operative Movement in the region and provide services to co-operatives with the following objectives:

a) Promote the Co-operative Movement in Africa.

b) Promote and protect Co-operative Values and Principles;

c) Facilitate the development of economic and other mutually beneficial relations between its member organizations;

d) Promote sustainable human development and to further the economic and social progress of people, thereby contributing to peace and security in Africa;

e) Promote equality between men and women in all decision-making and activities within the Co-operative Movement; and

f) Lobby for an enabling environment for co-operative development in Africa.

1.2 Governance

The ICA-Africa is governed by a set of laws and organs. The latter are creature of these laws. Laws governing the operations of the ICA-Africa include, the ICA Articles of Association and Bylaws as well as the ICA-Africa Rules. The Articles of Association were adopted in 11th April, 2013 together with the Bylaws. However, the Bylaws were twice amended in 2015 and 2017. The ICA- Africa Rules were promulgated and endorsed by the Regional Assembly in 3rd September 2018. The rules are guided by the Articles of association and the Bylaws.

In terms of organs, the ICA-Africa Rules 2018 creates the Regional Assembly as the highest governance organ in the region, Regional Board and the Regional Director. The Regional Assembly promotes collaboration among cooperators at the regional level and provides forum for discussion of regional issues. The Assembly is composed of representatives of ICA-Africa member organisations and its meetings are conducted once every two years.

The Regional Board oversees the operations of ICA-Africa. It is composed of at least five persons, including a Chairperson and a Vice-Chairperson who are elected by the Regional Assembly. The Board composition requires women and youth representation to reflect inclusion. To ensure the smooth operation of ICA-Africa, the Board has the authority to establish sectoral, thematic organisations and committees as may deem fit.. The ICA-Africa has the potential of increasing its membership among African countries. By doing so ICA-Africa will sustain co-operative development initiatives in the region.

1.3 Management

The daily operations of ICA-Africa are managed by a lean secretariat comprised of the Regional Director, technical and subordinate staff. The ICA-Africa is responsible for promoting its reputation and ensuring that the African cooperative movement is represented in relevant bodies both within and outside the region. In addition, the Secretariat is required to play a critical role in mobilizing resources and ensure prudent use. The Secretariat is obliged to provide demand-driven services and products to its current and prospective members. However, due to limited resources, geographical disadvantages, and the spatial and diverse nature of African states, some states have become uninformed on the ICA-Africa operations. This necessitates the establishment of sub-regional offices to facilitate smooth operations in reaching its existing and potential members. Therefore the Alliance will be organised as shown in Appendix 1

1.4 Rationale of the Strategy

ICA-Africa has been implementing the 2017–2020 African Co-operative Development Strategy (ACDS). The realization and ending of the previous strategy raised the need of developing a new strategy for the next ten years that will provide a strategic direction for the co-operative movement. The desire to accommodate dynamics of the changing socio-economic environment, and the reflections of the 2017-2020 ACDS raised concern on the need to strengthen operations of ICA-Africa. The ICA Strategy 2020-2030 (People Centred Path to a Second Co-operative Decade), the 17 sustainable development goals and the aspirations of Africa Agenda 2063 (Africa We Want) provides an avenue of coming up with a relevant regional co-operative philosophy and approaches.

The strategy is meant to build necessary foundation for transforming ICA- Africa into a vibrant, effective and sustainable institution capable of responding to current and future global challenges. The strategy is expected to facilitate an increase in membership, partners, and other stakeholders willing to support ICA-Africa achieve its mission. Furthermore, the strategy is intended to capitalize on available opportunities for

enhancing the cooperative movement's reputation in order to meet the needs of its members, potential members, and vulnerable groups.

1.5 Methodology

The approach used in developing the strategy was participatory in nature and applied multiple methods. The methods used include, audit of the 2017-2020 ACDS; consultation meetings; validated online questionnaires which were distributed to members, potential members, regulators of the co-operative societies; and the ICA-Secretariat. Relevant documents, which include, conventions, international and regional polices, as well as other relevant literature. Performance reports, newsletters, ICA rules and by-laws were referred to, so as to understand and document the operations of ICA-Africa. Furthermore, the Strategy was presented to stakeholders for validation including the ICA-Africa Board, members and non-members on 10th October 2022 for improvement. The Strategy was deliberated and adopted by the ICA-Board and members. The Strategy was thereafter launched on 20 October, 2022.

CHAPTER TWO

CONTEXTUALISING THE FUTURE OF AFRICAN COOPERATIVES

2.1 Setting the Context

2.1.1 Co-operative Movement: Global Facets and Africa's Context

Cooperatives are people-centred member-based organisations that provide an opportunity for members to harness their innovative and entrepreneurial capabilities for prosperity and well-being. Co-operatives are agents of socio-economic transformation. They have a critical role in livelihood improvement. The United Nations (UN) and the International Labour Organisation (ILO) have recognised the significance of co-operatives in socio-economic development.

The UN for instance, underlines the uniqueness of co-operatives as that which serve mostly the socially excluded and vulnerable sects of the population.[1] It considers them as enterprises that are critical for implementing socially inclusive policies that drive inclusive development, mostly in developing countries.[2] Appreciating the various forms in which they exist, the UN links these enterprises with critical role in eradication of poverty.

On the side of the ILO, its Recommendation 193 on the Promotion of Co-operatives is an important instrument to look at. The Recommendation recognises co-operatives as important enterprises in job creation, resource mobilisation, investment generation, social protection and general contribution to the economy.[3] The ILO looks at globalisation pressures, problems and challenges as creating opportunities for co-operatives to address them.[4]

Cooperatives have an instrumental role in the realisation of the 17 Sustainable Development Goals (SDGs) and its targets. Specifically, cooperatives have critical roles in eradicating poverty, reducing hunger, contributing to ensuring healthy lives, ensuring

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[1] United Nations, *United Nations General Assembly Resolution on Co-operatives in Social Development*, A/RES/72/143 of 19 December 2017
[2] *Id.*
[3] ILO, (2002) *Promotion of Co-operatives Recommendation*, (R193), Preamble
[4] *Id.*

quality education, achieving gender equality, providing decent jobs, addressing climate change issues and promoting inclusive and sustainable industrialisation.

The Agenda 2063 (The Africa We Want) is another blue print from which cooperatives contribution is potential. The Agenda underlines sevenaspirations all of which provide avenue for cooperatives to operate. Cooperatives, under the Agenda, can contribute to aprosperous Africa in terms of inclusive growth and sustainable development; good governance, democracy, respect for human rights, justice and the rule of law; a peaceful and secure Africa; cultural identity, common heritage, shared values and ethics; as well as people-driven development considerate of women, youth, and children. The ICA-Africa, cooperative movement and stakeholders shall ensure these aspirations and specific goals are realised.

There is currently a significant gap in terms of cooperative membership coverage and inclusion in Africa. The African co-operative movement is yet to reach out to many. Out of 1.3 billion people in Africa, only seven (7) persons out of 100 adults and children are members of co-operatives[5].The gap in membership is a result of, among others, potential members inadequate awareness, restrictive policy and legal environment, hardships in contextualising the cooperative philosophy, conservatism in terms of approaches to cooperative development and failure to disseminate cooperative best practices.

On the other hand, cooperatives have made a notable contribution to the African economy by creating 2.1 million cooperative driven occupations and 5.6 million jobs by 2015.The ICA-Africa, co-operative movement and stakeholders in general shall exploit all relevant potentials and resources in order to increase the contribution of cooperatives to the African economy.

There are efforts at the Continental level seeking to achieve cooperative integration. Evident is the African Union (AU) act of embedding the ILO social solidarity economy strategy through the ten-year social solidarity economy strategy and implementation

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[5]https://www.semanticscholar.org/paper/COOPERATIVES-FOR-AFRICAN-DEVELOPMENT-%3A-LESSONS-FROM-Wanyama/ba332652a50df6b04e1d4781389e49f4481fe3cf

plan (2023- 2033). There is also a creation of the African Continental Free Trade Area (AfCFTA) where cooperatives have opportunities to harness trade platforms. There are diverse legal and policy instruments adopted by the African Union seeking to guide cooperative development which are yet to be fully exploited. ICA-Africa, cooperative movement and stakeholders shall continue to support and seize opportunities for the cooperative movement to be integrated into the African Union platforms.

2.1.2 The Cooperative Identity and African Cooperative Business

Cooperatives have their own unique identity. The identity is described by the ICA Statement on Cooperative Identity. The Statement defines cooperatives and set out principles and values under which any cooperative enterprise should operate. It is these principles and values which identifies the cooperative enterprise distinguishing it from other business enterprises. The principles, values, and the identity are people-centred, inclusive and non-discriminatory.

In order to promote and preserve the cooperative identity; policies, laws and other relevant strategies are formulated and implemented. Unfortunately, the African cooperative movement is challenged in terms of identity promotion and preservation. Most of cooperative policies, legislation and strategies are the offshoots of colonial Africa. They have maintained provisions which restricts autonomy and dynamism in the cooperative business. On the other hand, there is no evidence of the current identity (principles and values) fitting in the African context.

The ICA-Africa, cooperative movement and stakeholders shall ensure cooperative principles and values are widely understood and effectively implemented. They shall also ensure the principles and values are customised to suit the context of the African cooperative business.

Cooperative identity may also be viewed from the lens of the enterprise visibility. The more visible cooperatives are the higher the awareness of the movement in general and the cooperative enterprises in particular. As it stands, the African cooperative enterprises are not visible to the world. There is evidence of their non-participation in

the World Co-operative Monitor (WCM) which is the tool aimed at raising cooperatives profile.

In 2020, for instance, out of 300 top cooperatives, only one was from Africa. Same is the case for 2021. The low participation of Africa raises concern for ICA- Africa, to take concerted efforts in promoting the visibility of the African cooperative movement and its recognition not only in the continent but also to the entire globe. Furthermore, the African cooperative movement has bumped into cooperative structure and malpractices that account for undesirable cooperative branding. The ICA-Africa and stakeholders shall rebrand the cooperative movement to promote cooperative identity.

2.1.3 Cooperation among Cooperatives

Cooperation among cooperatives is one of the movements' core principles. It seeks to strengthen the cooperative movement by facilitating cooperatives working together at local, national, regional and international levels. African cooperatives are diverse in terms of size and operations. Most of them are operating in isolation of each other. Integrations are rare, cooperative cycle and dependence on each other is missing, insufficient and or unrealised. As a result, there are apparent effects in terms of operational costs and depletion of resources which could have otherwise been jointly shared. The ICA-Africa, cooperative movement and stakeholders shall promote cooperation initiatives among cooperatives. The ICA-Africa shall also come up with models which seek to create the African cooperative cycle that can be replicated at national and regional levels.

2.1.4 Cooperatives in Climate Change, Pandemics, Conflicts and Food Security

Cooperatives are instrumental in building community resilience for climate change, wars and conflicts, and pandemics. From the seventh principle of cooperatives "Concern for Community" cooperatives are expected to take care of not only members but also the surrounding communities in uncertain times. The recent unprecedented global challenges such as the COVID-19 pandemic, Ukraine-Russian war, geopolitical tensions, environmental carnage, and energy and food crisis have affected people adversely and call forth for continuous interventions by cooperatives.

African cooperatives have participated in facilitating adaptation and mitigation of climate change by upholding, among others, the Kyoto Protocol and the Paris Agreement on the reduction of greenhouse emissions. Cooperatives are closer to the people and have systems and processes that have a potential to identify victims of climate change and provide tailored adaptation and mitigation mechanisms. The cooperative movement shall engage its members and potential members to sustainably manage all relevant resources and identification of appropriate initiatives.

With regard to pandemics, particularly COVID-19, most governments introduced restrictive measures to curb its spread. These measures had varied impact on peoples' livelihood and different sectors of African economies. Among others, the impacts included; decreased demand and supply of goods and services, increased the uptake of online services, decreased agricultural production, increased food insecurity and closure of business enterprises. Despite these impacts, most cooperatives remained operational and provided humanitarian support to members and their surrounding communities. The cooperative movement shall facilitate development of resilient mechanisms to curb the devastating effects of pandemics.

Some of the African countries have and continue to experience instability due to conflicts and wars. These have led to collapse and or downsizing business operations, displacement, limited social cohesion, weak governance institutions and processes, high unemployment, poverty and inequality as sources of insecurity and instability. Henceforth, the focus of governments and cooperative movement in war-torn countries has been on peace making and peace building. The African cooperative movement as a social and business model can minimize risk amongst the marginalized and disadvantaged groups through the facilitation of social protection initiatives and the identification of reliable and relevant business opportunities. Moreover, it can be instrumental in enhancing peace in conflict areas. ICA-Africa shall promote establishment of cooperatives that will provide transformative solutions which uphold peace, harmony and stability.

Food insecurity is yet another critical challenge facing most parts of the African continent. There are multiple cooperatives in Africa, including ones in agriculture, working to ensure food is secure for not only members but also surrounding communities. The African continent is rich in terms of resources which are yet to be utilised to the maximum. Fertile/virgin lands, water, and human resources are at the reach of the African co-operative movement. Cooperatives shall be utilised as vehicles for combating food insecurity in the African continent. The ICA-Africa shall act as a hub for technology transfer, extension services,and joint marketing and trade.

2.2 Strengths, Weaknesses, Opportunities and Challenges

From the analysis of the strategic context, stakeholders' opinion and review of relevant literature; Strengths, Weaknesses, Opportunities and Challenges (SWOC) were identified, summarised as shown in Table 1.

Table 1: Strengths, Weaknesses Opportunities and Challenges Analysis

SN	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
1.	Strong network	Limited Financial resources and Reliance on external support	Job/employment creation	Unfavourable government policies and laws (including conflicting laws)
2.	Partners availability	Limited co-operative education amongst members	Market availability	Political interference that adversely affect the cooperative movement
3.	Qualified and experienced staff	Large area of operation with very lean secretariat	Access to shared resources	Occurrence of natural disasters like pandemics, wars, climate change etc.
4.	Members support	Limited strategies for member retention	Emerging diverse socio-economic sectors	Competition from non-cooperative enterprises.
5.	Extensive geographical coverage	Lack of aggressiveness in the competitive environment	Potential for new members	Limited visibility and advocacy strategies by cooperatives to available partners and donors
6.	Reputability and credibility	Limited adoption of technology	Africa's openness to social and solidarity economy (SSE)	Lack of active positioning by the cooperatives to leverage AfCFTA platform
7.	Digitalization of operations	Lack of data for cooperatives on the continent	Availability of development partners/donors	Limited knowledge and education on the emerging socio-economic sectors

SN	STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
8.	Existence of active societies and members	Insufficient co-operation with the international research networks	Existence of the African Continental Free Trade Area (AfCFTA)	
9.	Existence of National Federations of Co-operatives	Aging members of co-operative societies	Marketing communication strategies	
10.	Existence of co-operative research and training institutions	Low participation of women and youth		
11.	Diversity in cooperative business	Weak governance practices		
12.	Government/ political support			
13.	Membership growth in the cooperative movement			
14.	Existence of peace and security in the country			

2.3 Critical Factors

From the situational analysis, several issues were identified. The issues were prioritized in order to identify critical areas for facilitating the successful implementation of the new strategy. Among the critical issues that ICA-Africa will address are:

(i) Membership

How can ICA - Africa increase and retain active membership? If this is not appropriately addressed institutional effectiveness will be undermined by low participation of members. Overtime this issue may threaten the competitiveness, growth, development and sustainability of the co-operative movement in Africa.

(ii) Financial Resources

How can the ICA-Africa mobilize and increase financial resources? If funding issues are not well addressed ICA-Africa may not be able to achieve its strategic focus. In addition, the effect on the ability to implement its strategic programmes within the continent will be attained.

(iii) Reputation and Visibility

How can ICA-Africa establish a good reputation and increase visibility while promoting the cooperative identity and co-operation among co-operatives? If this is not addressed membership will continue to dwindle and the growth of the cooperative movement at local, national and regional levels will be adversely affected. In addition, visibility may also affect the image and financial viability of the co-operative movement in Africa. Failure to address this will translate into missed opportunities for increased funding, sharing resources and sustaining the image of the co-operative movement.

CHAPTER THREE

THE ICA-AFRICA STRATEGIC DIRECTION

Based on the situational analysis, ICA-Africa needs to have a clear direction for its operations. This has necessitated the formulation of the Vision, Mission, and core values.

3.1 ICA-Africa Vision

The Vision of ICA-Africa is to be "A hub for people's socio-economic transformation"

3.2 ICA-Africa Mission

The Mission of ICA-Africa is "To promote a dynamic and inclusive co-operative movement through shared resources"

3.3 Core Values

In fulfilling the Vision and Mission, ICA-Africa will be guided by core values indicated Table 2:

Table 2: ICA-Africa Core Values

Core Value	Description
Self-help	In co-operatives, people help each other whilst helping themselves by working together for mutual benefits;
Inclusiveness	Including many different types of people and treating them all fairly and equally for equal access to opportunities and resources;
Self - responsibility	Individuals within co-operatives act responsibly and play a full part in the institution;
Social responsibility	Co-operative moral obligation is not only to maximize shareholders' value but also to support communities;
Democracy	People-centered decision-making and equal voting rights;
Solidarity	The common bond that brings together all members to achieve a goal;

Core Value	Description
Integrity	Striving to be honest, transparent, accountable, credible, and consistent in dealing with its members and other stakeholders;
Stewardship	To be trustworthy, creative, and resourceful in planning and managing for delivering high-quality services to transform communities;
Partnership	ICA-Africa values stakeholders' efforts and collaboration with governments, academic institutions, the private sector, donors, and other partners;
Creativity and Innovation	ICA-Africa will always encourage ingenuity, new ideas, innovative co-operative models, products, and services;
Team work	ICA-Africa will always strive to ensure cooperation among co-operatives to achieve its strategic objectives.

3.4 Strategic Areas

3.4.1 Promotion of Co-operative Identity

Co-operatives have become an essential component of global economic and social transformation. They are the only form of business enterprise that guarantees economic liberty through collective action. Co-operatives have a unique identity defined by their principles and values embedded in the ICA's statement on cooperative identity. To continue promoting the co-operative identity, the co-operative principles and values must be adhered to. The statement on co-operative identity lays the foundation for co-operatives to be resilient in the face of economic, social, and environmental challenges. This identity provides a competitive advantage necessary for co-operatives' survival in the dynamic and competitive social and economic environment. This necessitates communicating the idea that cooperatives are more than just an entrepreneurial model as they are a manifestation of grassroots capacity to address social and economic issues. This is revealed by joint efforts and recognition of collective actions in taping resources to meet needs and interests of the people. ICA-Africa will continue to support stakeholders in promoting co-operative through the following strategies:

Strategic Objective	Strategies
Strengthen and promote Cooperative Identity	Create demand-driven and innovative products and services;
	Enhance joint marketing of cooperative products and services;
	Develop competitive education and training approaches;
	Mainstream research in operations of Co-operatives;
	Enhance utilization of relevant marketing communication strategies;
	Preserve and promote cooperative identity in the legal and policy frameworks;
	Promote the integration of cooperative agenda within institutions, national, and regional bodies;
	Design and promote co-operative intervention strategies for climate change, pandemics, conflicts, and other emerging issues.
Outcomes	Cooperative image and awareness enhanced;
	Membership increased;
	Increased demand and supply of cooperative products.

3.4.2 Co-operation among Co-operatives

Co-operatives share a common goal to realize the economic, cultural, and social needs of their members and surrounding community. The sixth cooperative principle, cooperation among cooperatives, emphasizes the importance of strengthening the cooperative movement through vertical and horizontal integration at the local, national, and regional levels. The principle supports aspects of resource sharing to achieve economies of scale, value addition, and enhance competitive advantage.

Bringing the movement together is among the ICA-Africa's primary responsibilities. It aims to improve the collaboration of large and small co-operatives in addressing their needs such as marketing and trade within and outside the region. ICA-Africa intends to

actively encourage cooperation among co-operatives by identifying areas of mutual interest, such as shared entrepreneurial projects and jointly developed ideas that create value for cooperative members. ICA-Africa will promote co-operation among cooperatives in Africa through the following strategies:

Strategic Objective	Strategies
Sustain Cooperation among Cooperatives	Support formation of relevant integrated cooperative business models;
	Design inter-cooperative programme for women and youth engagement;
	Share strategic resources to enhance co-operative competitive advantage;
	Establish functional inter-co-operative trade platform.
Outcomes	Cooperative social-economic integration enhanced;
	Membership increased;
	Women and youth participation strengthened;
	Cooperative competitiveness reinforced.

3.4.3 Institutional Capacity and Service Delivery

Strong institutional capacity is key for Cooperatives to realise their strategic social and economic goals. The institutional capacity includes knowledge, skills, systems, governance mechanism, and relevant strategic resources. The latter are required for effective service delivery and sustaining co-operatives in the contemporary competitive business environment. Therefore, Cooperatives must mobilize resources and maximize return on investment for the benefit of their members. There is a need to improve resource mobilization activities and governance instruments by utilizing existing and potential resources. ICA-Africa will constantly map out the resources and mitigation measures required for the effective and successful implementation of the 2023-2033 strategic plan. To improve institutional capacity and service delivery, the following strategies will be implemented:

Strategic Objective	Strategies
Reinforce institutional capacity for effective service delivery	Strengthen financial resource mobilisation;
	Develop resilient mechanism for crisis mitigation;
	Devolve ICA-Africa operations;
	Formulate standard operating procedures for member recruitment and retention;
	Enact and revise policy and governance instruments to keep abreast with member needs;
	Reinforce cooperative database and management;
	Strengthen planning, monitoring, and evaluation system.
Outcomes	Increased demand and supply of ICA-Africa services.

CHAPTER FOUR
IMPLEMENTATION FRAMEWORK

4.1   Introduction

This chapter presents the measures which will be taken in order to realise the strategic objectives presented in chapter three of the Strategy. It underlines the role of key stakeholders, sources of funds, result framework matrix, monitoring and evaluation mechanisms and communication and advocacy strategy. In addition, the Chapter embodies risks and assumptions of the Strategy. To ensure optimal implementation of this Strategy, the Chapter embraces several strategic measures. These include: ensuring stakeholders are adequately informed and engaged on the plan and its implementation; preparation of annual operational plans and budgets based on strategic objectives; annual assessment and respective corrective actions; and availability of relevant resources. Detailed explanations for the items underlined are presented herein below starting with stakeholders and their roles.

4.2   ICA-Africa Stakeholders, Actors and their Roles

The successful implementation of this Strategy calls for involvement of various ICA-Africa stakeholders and actors. The previous includes member states, members, support organisations and community members. The latter encompasses the ICA-Africa internal actors, mainly the Board, its Sub-Committees and the Secretariat. The roles of these stakeholders and actors are as follows:

4.2.1 Role of Stakeholders

(a) Member States

African States and particularly governments are expected to provide a conducive environment for the realisation of the strategic objectives. The governments, through relevant ministries, have important role of providing appropriate policies and legal framework that are needed for the accomplishment of the Strategy. Furthermore, the

governments may provide financial and technical assistance to facilitate the realisation of the Strategy.

(b) ICA-Africa Members

Cooperatives constitute the majority of the ICA-Africa members. Others includes cooperative training institutions and Non-Governmental Organisations (NGO's). It is the members who are responsible for laying good foundation on the implementation of the Strategy. They are equally responsible in the implementation of the Strategy through, among others, members contributions, participation in all statutory and non-statutory ICA-Africa fora, cascading strategic objectives in their respective areas of operations, timely assessment of initiatives on the implementation of the Strategy, frequent inquiries and reminders, and requiring feedback as well as taking necessary actions. Significantly, members shall act as a bridge in identifying opportunities and resources which are crucial in implementing the Strategy.

(c) Support Organisations

ICA-Africa works with multiple support organisations. They provide critical technical, financial and other assistance in cooperative development in Africa. The list is enormous but it includes, among others, government agencies, private sector, academic institutions, professional bodies, community-based organisations and development partners/donors. These partners will continue to support cooperative development in Africa through facilitating the implementation of the Strategy. They may also refer the ICA-Africa to other potential support organisations to assist the implementation of the Strategy.

(d) The General Community

Cooperatives are part of the general public which hosts most of the community members. The community members are the most valuable cooperative stakeholders for they accommodate cooperatives operations, consume their products and more importantly standing to be the potential members. Consequently, the implementation of

this Strategy is dependent on the community members ability and willingness to discharge their crucial roles.

4.2.2 Role of ICA-Africa Internal Actors

(a) The ICA-Africa Board

The ICA-Africa Board is responsible for overseeing implementation of ICA-Africa policies and guidelines. The Board is empowered to issue directives and guidance to the ICA-Africa Secretariat, among other organs. In administering implementation of the Strategy, therefore, the Board shall ensure all resources are in place and the strategic objectives are realised. Where the implementation of the Strategy so demands, the Board shall also be responsible for lobbying and advocacy. Furthermore, the Board shall respond to all challenges reported or observed on its own motion, as well as take necessary measures in cases of failure to act or delayed implementation.

(b) The ICA-Secretariat

The ICA-Secretariat shall play a pivotal role in the implementation of this Strategy. The Secretariat shall ensure that the required resources are available and are effectively, efficiently and timely utilised as per planned activities. The Secretariat shall monitor, evaluate and provide feedback on the implementation status. To realise the strategic objectives, the Secretariat shall collaborate with member states, members, support organisations, community members, and other stakeholders.

4.3 Sources of Fund

ICA-Africa anticipates to finance the implementation of this strategy from among other sources; members' contribution, assistance from support organisations and community at large. The ICA-Africa Secretariat and the Board shall be responsible for mobilisation of financial resources and ensure its prudent use in the implementation of the Strategy. They shall also strengthen and diversify income sources. The proposed financial plan which includes sources of funds for the implementation of the Strategy is as shown in Appendix 2.

4.4 Result Framework Matrix

ICA-Africa envisions utilising its outcome indicators to communicate the results which have been achieved, track progress and take corrective measures. The result framework matrix which contains the strategic objectives, key performance indicators, outputs and outcomes will be used to measure the achievements as indicated in Appendix 3.

4.5   Monitoring, Evaluation, Learning and Planned Reviews

ICA-Africa will put in place a result-based participatory monitoring, evaluation and learning (MEL) mechanism for the strategy. The mechanism will be designed to ensure effective and efficient implementation of the strategic objectives and realization of the intended outcomes.

4.5.1 Monitoring

ICA-Africa shall design a robust Monitoring and Evaluation system within the framework of the Strategy. This will ensure effective implementation of the Strategy. Monitoring shall be undertaken periodically and best practices shall forthwith be disseminated. The ICA-Africa Secretariat shall focus on tracking the achievement of the planned strategic objectives.

4.5.2 Evaluation

As a critical and objective appraisal on achieving the Strategy outcomes, evaluation is based on key performance indicators. The ICA-Africa shall evaluate the Strategy annually or at any time as may be determined by the Board.

4.5.3 Planned Reviews

There shall be planned reviews to track the Strategy implementation progress. The reviews shall be conducted through meetings on quarterly, semi-annually and annual basis. Site monitoring visits may be carried out to establish the veracity of the presented reports.

4.6 Communication and Advocacy Strategy

The ICA-Africa shall put in place a communication and advocacy strategy to ensure that its operations and the strategy are well understood by all stakeholders. The communication and advocacy strategy shall entail dissemination and mobilisation actions which will include all relevant means and modes of communication affordable and easily accessible by all stakeholders.

4.7 Quality assurance and management

To ensure that quality assurance is mainstreamed in the implementation of the strategic plan, ICA- Africa will deploy the Balance Score Card and key performance indicators at all levels of decision making. These levels include the management, board of directors and general assembly. The balance score card is a relatively new approach to ICA-Africa, therefore relevant actions will be taken to ensure that it is effectively adopted and utilized.

4.8 Risks and Assumptions

The implementation of this Strategy is expected to be based on the analysed risks and mitigation measures indicated in Table 3.

Table 3: Risks and Mitigation Measures

Type of risk	Description of risks and effects	Mitigation measures
Fiduciary risk	The risk is associated with misappropriation of resources as a result of corruption, fraud, embezzlement, theft and diversification of assets. It will affect operations of ICA-Africa and possibility members' withdrawal.	• Strengthen the internal control system and feedback mechanism • Reinforce comprehensive management audit (external) • Democratic members-based decision making, • Accountability and involvement of other key stakeholders
Membership risk	This involves failing to attract and maintain members; existing members do not participate in ICA-Africa activities and are unaware of its operations. This may result in withdrawal of members, unpaid contributions and adversely affect the sustainability of ICA-AFRICA.	• Improve marketing communications • Address needs and interest of members on the provision of product and services. • Enhance transparency and accountability.
Information risk	This is an information security risk. It involves among others data breach/theft/loss or inappropriate sharing of information, leakage of confidential information and asymmetric information within ICA-Africa/co-operative movement. This may damage the reputation of ICA-Africa and affect its operations.	• Foster for appropriate information sharing strategies and security at all levels. • Take timely action which will bring up confidence in the cooperative movement.
Financing risk	Financial resources may not be sufficient at the time required. This may delay implementation	• Diversification of sources of funds • Strong monitoring and evaluation system;

| Type of risk	Description of risks and effects	Mitigation measures
	of some of the planned activities.	and regular audit. • Set a sustainable fundraising programme • Timely preparation and submission of competitive funding proposals
Operational risk	Factors negatively impacting the operations of ICA-AFRICA such as unreliable/untested technology, inability to recruit or retain good staff, decline in the number of members, and lack of or presence of outdated governance instruments. This may lead to the inability to implement specific activities successfully.	• To have in place quality assurance system and a reliable feedback mechanism.
Legal and Policy risk	The risk encompasses policy changes, and violation of; laws, regulations or requirements, cooperative principles and values.	• Use of legal advisors in decision making to minimize violation of laws and regulations. • Compliance to laws and regulations. cooperative principles and values. • Resorting to amicable dispute settlement mechanisms • Preparedness to review the internal policies and rid them of obsolescence • Institute coping mechanism to adapt to changes.
Innovation and	Inefficiency due to lack of innovativeness and use of emerging relevant co-operative models	• Improve efficiency through application of emerging technologies and appropriate co-

Type of risk	Description of risks and effects	Mitigation measures
technological risk	and technologies.	operative models. • Innovate products and services. • Continuous involvement of members in searching for new practices and benchmarking.
Natural disaster/pandemic risk	Occurrences beyond human control such as pandemics may affect the operation of ICA-Africa and the co-operative movement	• Have in place and emergency response plan • Disaster management plan

The implementation of this Strategy is based on the following key assumptions:

(a) ICA-Africa members will be willing to contribute towards successful implementation of this Strategy;

(b) The ICA-Africa will provide technical and advisory support to cooperatives;

(c) Member States will continue to provide conducive policy and legal environment for co-operative development;

(d) Members and non-members will be ready and willing to use products and services from the cooperative movement;

(e) The capacity of ICA-Africa to generate its own funds will be enhanced;

(f) Development partners and donors will provide financial and technical assistance; and

(g) Global and continental peace and harmony will prevail.

APPENDICES

Appendix 1: ICA-Africa Organisation Chart
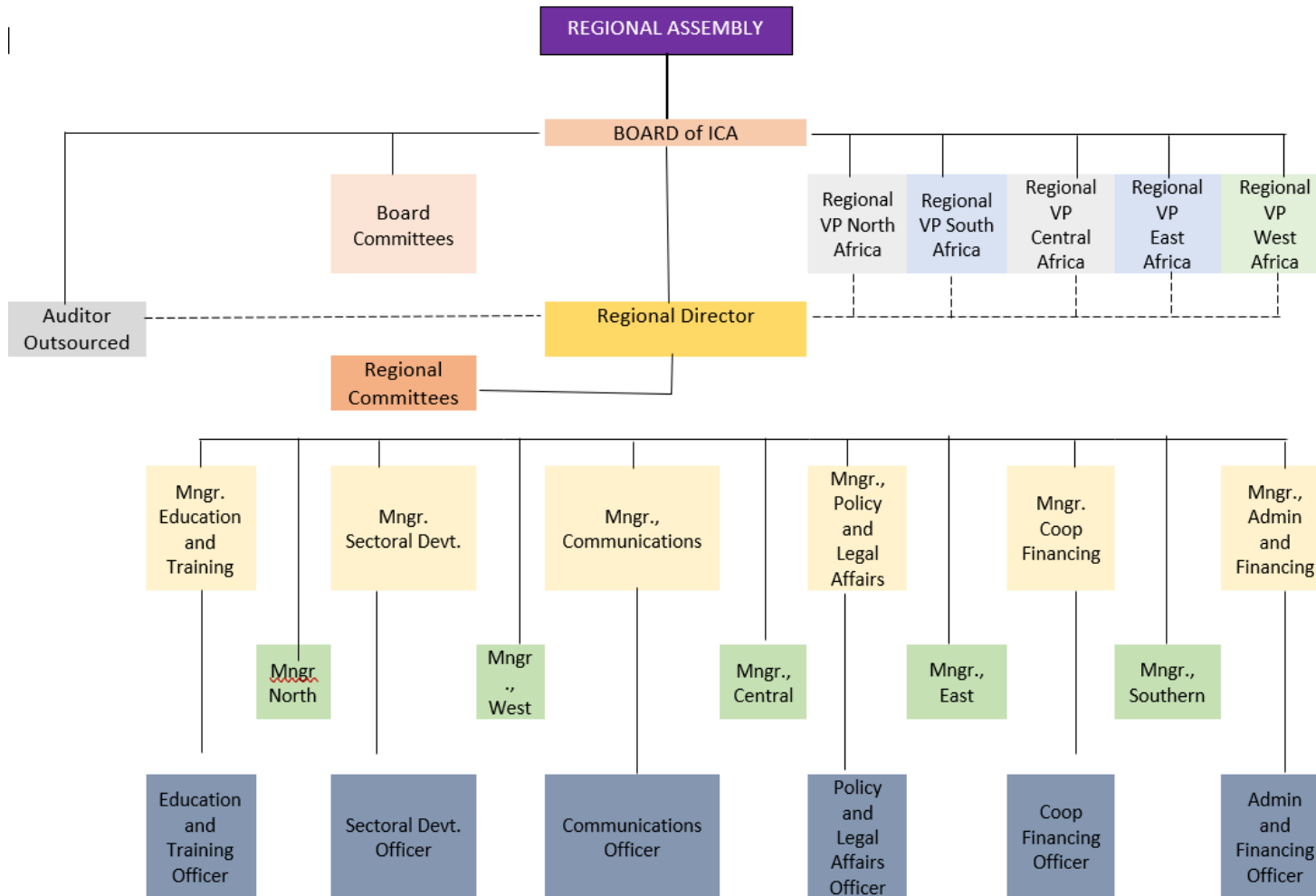
Appendix 2: Financial Plan

Strategic Objectives	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	Budget in USD
Strengthen and promote Cooperative Identity **	132,177.40	140,489.40	143,299.19	146,165.17	149,088.48	152,070.24	155,111.65	158,213.88	161,378.16	164,605.72	**1,502,599.30**
Sustain Cooperation among Cooperatives**	22,029.57	23,414.90	23,883.20	24,360.86	24,848.08	25,345.04	25,851.94	26,368.98	26,896.36	27,434.29	**250,433.22**
Reinforce institutional capacity for effective service delivery **	66,088.70	70,244.70	71,649.59	73,082.59	74,544.24	76,035.12	77,555.82	79,106.94	80,689.08	82,302.86	**751,299.65**
TOTAL in USD	**220,295.67**	**234,149.00**	**238,831.98**	**243,608.62**	**248,480.79**	**253,450.41**	**258,519.42**	**263,689.80**	**268,963.60**	**274,342.87**	**2,504,332.16**

** Sources of Funds

(a) Meetings and Sales of services

(b) Subscription fees - Head Office

(c) Project support

(d) Contributions and donations

Appendix 3: Results-Based Framework

STRATEGIC AREA: Promotion of Co-operative Identity

Strategic Objective: Strengthen and promote Cooperative Identity

Strategies	Output	Targets	Performance Indicators	Outcome
Create demand-driven and innovative products and services	Products and services increased	• Develop at lease two new products/services per sub-region annually • Innovative business processes to be increased by 40% 2033	• Number of cooperatives producing innovative products and services • Number and type of products and services • Number and type of Innovative processes	• Cooperative image and awareness enhanced • Membership increased • Increased demand and supply of cooperative products
Enhance joint marketing of cooperative products and services	Joint marketing initiatives/platforms increased	• Joint marketing initiatives increase by 15% annually • Joint products marketed increase by 10% annually • Monitoring of Cooperative societies' participating in joint marketing platforms annually • One joint marketing	• Number of initiatives • Number and type of jointly marketed products • Number and type of joint marketing platforms	

Strategies	Output	Targets	Performance Indicators	Outcome
		platform formed by each sub region annually		
Develop competitive education and training approaches	Co-operative awareness increased	• Membership in cooperatives increase by 15% annually • 20 Cooperative education and training programs developed and operationalized in each sub region annually • 70% of existing cooperatives facilitate member participation in training and education	• Number and Type of education and training programme • Number of beneficiaries	
Mainstream research in operations of Co-operatives	• Co-operative-related research increased • Increased research-based operations • Co-operative research units increased	• 10 innovative based research funded annually in each sub-region • Guidelines on conducting research developed and operationalised by 2024	• Number and type of research output funded and disseminated • Number and type of research funding • Number of co-operative research units	
Enhance utilization of relevant marketing communication	• Marketing communication	• Two marketing communication	• Number and type of	

Strategies	Output	Targets	Performance Indicators	Outcome
strategies	strategies increased	strategies operationalised annually for each sub region	target audience • Number and type of communication channels	
Preserve and promote cooperative identity in the legal and policy frameworks	Conducive legal and policy frameworks put in place	• Policy and governance documents reviewed and operationalised in respective member countries • Cooperative friendly laws and policies adopted and operationalised across member countries by 50%	• Number of policy and legal initiatives in promoting cooperative identity • Number and type of cooperative friendly laws and policies	
Promote the integration of cooperative agenda within institutions, national, and regional bodies	Integration of co-operative agenda increased	• Cooperative agender should be integrated in each institution after every three years • Ten fora conducted annually on advocating the integration of the cooperative agenda • Participate in ten fora annually to advocate on the integration of the cooperative	• Number and type of initiatives for integration of co-operative agenda • Number and type of institutions that have integrated cooperative agenda • Number and level of fora for integrating cooperative agenda	

Strategies	Output	Targets	Performance Indicators	Outcome
		agenda		
Design and promote co-operative intervention strategies for climate change, pandemics, conflicts, and other emerging issues.	Intervention strategies increased	• Three intervention programs conducted per member country annually	• Number and type of Interventions employed • Number and type of beneficiaries	

Co-operation among Co-operatives

Strategic Objective: Sustain Cooperation among Cooperatives

Strategies	Output	Targets	Performance Indicators	Outcome
Support formation of relevant integrated cooperative business models	Co-operative Business Models increased	• 30% of the cooperative members participate in integrated cooperative business models annually • Cooperative integrated business models increased by 20% after every two years • Membership of youth and women increased by 6% annually in each member country	• Number and type of integrated co-operative business models • Percentage of members participating in intergrated cooperative business models • Number and type of cooperatives adopted integrated cooperative business models	• Cooperative social-economic integration enhanced • Membership increased • Women and Youths inclusion strengthened • Cooperative competitiveness reinforced
Design inter-cooperative programme for women and youth engagement	• Inter-cooperative programmes increased • Participation of women and youth increased	Two programs designed annually to promote participation of women and youth per member country	• Number and type of Inter-cooperative programmes • Number of women and youths engaged	
Share strategic resources to enhance co-operative	Sharing of strategic	• A policy on resource sharing among	• Amount and type of shared	

Strategies	Output	Targets	Performance Indicators	Outcome
competitive advantage	resources increased	cooperatives to be developed and operationalised by December 2023. • Facilitate two resource sharing agreements among cooperatives annually	resources • Number and type of resource sharing mechanism (s) • Number and type of cooperatives involved	
Establish functional inter-co-operative trade platform	Trade platforms increased	One inter-co-operative trade platform to be establishedby 2024	• Number and type of trade platforms • Number of cooperatives using platforms	

Institutional capacity and service delivery

Strategic Objective: Reinforce institutional capacity for effective service delivery

Strategy	Output	Target	Performance Indicator	Outcome
Strengthen financial resource mobilisation	Financial resources increased	Financial resources increased by 20% annually	• Number and type of mobilisation strategies • Number and type of financial mobilisation initiatives • Amount and type of financial resources	Increased demand and supply of ICA-Africa services
Develop resilient mechanism for crisis mitigation	Mechanism for crisis mitigation in place	Resilient mechanism for crisis mitigation developed and operationalised after every three years/ or according to the situation in place	Number and type of crisis mitigation mechanisms developed	
Devolve ICA Africa operations	ICA-Africa sub-regional offices increased	Four sub regional offices operationalised by June 2033	Number of sub-regional offices	
Formulate standard operating procedures for member recruitment and retention	• Standard operating procedures in place • Members' recruitment increased	Standard operating procedures for member recruitment and retention developed and operationalised by	Standard operating procedure operationalized Number and type of	

Strategy	Output	Target	Performance Indicator	Outcome
	• Members' retention increased	December 2024	members recruited Number and type of members retained	
Enact and revise policy and governance instruments to keep abreast with member needs	• Policy and governance instruments enacted • Policy and governance instruments revised	Policies and governance instruments to keep abreast with member needs developed and operationalised	• Number and type of instruments enacted and operationalized • Number and type of instruments revised	
Reinforce cooperative database and management	African Co-operative database in place	African Co-operative database developed and operational by December 2025	• Functional database • Number of participant co-operatives	
Strengthen planning, monitoring, and evaluation (PM&E) system	Planning, monitoring, and evaluation system in place	Planning and monitoring system improved by june 2023	Functional PM&E system	

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S/N	NAME	INSTITUTION	ROLE
1.	Dr. Gervas M. Machimu	MoCU	Chairperson
2.	Dr. Esther N. Towo	MoCU	Member & Vice Chairperson
3.	Dr. Emanuel E. Lulandala	MoCU	Member
4.	Mr. Opeyemi Onifade	Africoopers In-Tech	Member
5.	Dr. Michael Ngala	CUK	Member
6.	Dr. Mathias S. Nkuhi	MoCU	Member & Secretary

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