

**TRAINING CONCEPT NOTE: FROM COOPERATIVE PRINCIPLES TO POLICY
INFLUENCE: COOPERATIVE FUNDAMENTAL AND BUSINESS MODEL IN
PRACTICE**

Venue: Radison blue hotel, Maputo, Mozambique

Date: June 8, 2026 From 8:30 Am to 5:00 Pm

1. Background and Rationale

The cooperative business model represents a unique approach to enterprise development, combining economic viability with social responsibility. Unlike investor-owned businesses, cooperatives are owned and democratically controlled by their members, who are both users and beneficiaries of the enterprise.

This model is grounded in internationally recognized cooperative values and principles, which prioritize people over profit while ensuring sustainability and shared prosperity. Across sectors such as agriculture, finance, housing, health, and trade, cooperatives have demonstrated their ability to enhance livelihoods, reduce inequalities, and strengthen community resilience.

Despite their proven impact, the cooperative business model is often misunderstood or underutilized. Many stakeholders lack a clear understanding of how cooperatives operate as businesses, including their governance structures, financial mechanisms, and competitive advantages.

It is within this background ICA Africa and AMPCM have organized one day training program explore the cooperative business model in depth, cooperative identity, values and principles, highlighting its structure, benefits, and practical application in today's economic landscape.

2. Objectives

General Objective

To promote a comprehensive understanding of the cooperative business model as a viable and sustainable enterprise approach.

Specific Objectives

- To explain the structure and functioning of the cooperative business model cooperatives
- To strengthen knowledge on ownership and democratic governance
- To explore enabling environment for cooperative to growth and sustainability
- Explore the strategies to build strong and sustainable Cooperatives in Different Sectors:
Examples: Agriculture and marketing cooperatives, savings and credit Cooperatives, consumer, and worker cooperatives
- Promote Cooperative Innovation and Competitiveness: Adapting the cooperative model to modern markets and technologies

3. Key Themes / Areas of Focus

- **Understanding the Cooperative Business Model:** Definition, identity, values and principles and comparison with other business models
- **Ownership and Democratic Governance:** governance structure, member roles, decision-making processes, and accountability.
- **Overview on cooperative enabling environment:** policies, regulations and support systems
- **Build strong and sustainable Cooperatives in Different Sectors:** Examples: Agriculture and marketing cooperatives, savings and credit Cooperatives, consumer, and worker cooperatives
- **Innovation and Competitiveness:** Adapting the cooperative model to modern markets and technologies

4. Target Audience

- Cooperative leaders and members
- Entrepreneurs and startups interested in cooperative models
- Policymakers and government institutions
- Financial institutions
- Youth and women groups

5. Expected Outcomes

- Improved understanding of the cooperative business model
- Increased interest in adopting and supporting cooperatives
- Strengthened capacity of cooperative leaders and members
- Identification of strategies to enhance performance and sustainability
- Enhanced collaboration among stakeholders

6. Methodology / Approach

The initiative will adopt an interactive and practical approach, including:

- Presentations by experts and practitioners
- Panel discussions
- Case studies and success stories
- Group work and discussions
- Experience sharing sessions

8. Expected Outputs

- Summary report with key insights and recommendations
- Knowledge materials on the cooperative business model
- Strengthened stakeholder network for cooperative development

9. Conclusion

The cooperative business model offers a powerful pathway toward inclusive and sustainable economic development. By deepening understanding and strengthening its application, stakeholders can unlock the full potential of cooperatives as engines of growth, equity, and resilience.

PROGRAM

TIME	ACTIVITY	RESPONSIBLE
8:30 - 8:45	Introduction, Icebreaker and opening remarks	Training facilitator
8:45 - 9:15	Session 1: Understanding the Cooperative Business Model <ul style="list-style-type: none"> Definition, identity, values and principles and comparison with other business models 	Training facilitator
9:15 – 9: 30	Q &A session	All participants
9: 30 – 10:00	Group work: <ul style="list-style-type: none"> Learning activity 1: Matching Exercise on Cooperative values and Principles and Their Interpretations Learning Activity 2: Experience sharing and Reflection on the application of cooperative principles in cooperative organizations daily work Learning Activity 3: Green Harvest Cooperative Society Case Study Learning activity 4: The Sunrise Dairy Cooperative case study Learning Activity 5: 2 cooperative principles your cooperative is struggling with to apply, why and strategies to better apply those two principles 	All participants
10:00 -10:20	Group presentations and feedback	Group representatives
10:20 -10:30	Plenary and Wrap-up	Training facilitator
10:30 – 11:00	Group photo and Coffee break	
11:00 – 11:30	Session 2: Ownership and Democratic Governance: <ul style="list-style-type: none"> Governance structure and roles, member roles, decision-making processes, and accountability. 	Training facilitators
11:30 – 12:10	Group work <ul style="list-style-type: none"> Learning Activity 1: Group assignment on Matching roles and responsibilities of cooperative organs Activity 2: drawing Governance structure, organs relationship and roles and responsibilities of the organs Learning Activity 3: Governance case study Learning Activity 4: Governance tools Learning activity 5: Governance challenges & strategies 	All participants
12:10 – 12:25	Group presentations	Group representatives
12:25 – 12:45	Feedback	All participants
12:45 – 13:00	Plenary and Wrap-up module 2	Training Facilitator
13:00 - 14:00	Lunch	
14:00 – 14:30	Session 3: Build strong and sustainable Cooperatives in Different Sectors	Training Facilitator

	<ul style="list-style-type: none"> • Examples: Agriculture and marketing cooperatives, savings and credit Cooperatives, consumer, and worker cooperatives 	
14:30 – 15:00	<p>Group work:</p> <ul style="list-style-type: none"> • Learning Activity 1: Critical Success Factors for Sustainable Agricultural and Marketing Cooperatives • Learning Activity 2: Critical Success Factors for Sustainable workers cooperatives • Learning Activity 3: Critical Success Factors for Sustainable savings and credit cooperatives • Learning Activity 4: Critical Success Factors for Sustainable Housing cooperatives • Learning Activity 5: challenges and opportunities for cooperative growth and sustainability 	
15:00 – 15:30	Group presentations and feedback	
15:30 – 16:00	Session 4: Innovation and Competitiveness: Adapting the cooperative model to modern markets and technologies	
16: 00 – 16:30	Q &A on session	
16:30 – 16:45	Plenary and Wrap-up	
16:45 – 17:00	Closing remarks	
17:00 ...	Tea break and network and departure	