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**INTERNATIONAL CO-OPERATIVE ALLIANCE**

**3RD ICA AFRICAN MINISTERIAL  
CO-OPERATIVE CONFERENCE  
AND EXHIBITION**

**PROCEEDINGS  
AND  
STRATEGIES**

**NAIROBI ★ KENYA  
14 - 19 MAY, 1990.**

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**SEPTEMBER 1990**

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Africa

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## PREFACE

The convening of the Third ICA African Ministerial Co-operative Conference and Exhibition in Nairobi, Kenya, 14 - 19th May, 1990, was in line with the decision taken at the first conference in Gaborone in 1984 to hold such conferences every three years. It was also a fulfilment of ICA's commitment to policy dialogue between government and co-operative leaders in the region.

Alongside the conference was a co-operative exhibition which, being held for the first time, enabled ICA Member Organisations in the region to display their products and services collectively. The exhibition was intended to stimulate inter-regional co-operative trade. It is our feeling that this objective was achieved.

A most inspiring factor was the high attendance of the conference by Member Organisations and non-members alike. It attracted participation of policy makers and co-operative leaders from 16 countries in the Region, the record highest number that this conference has ever had. These included potential members of the ICA Regional Office such as Malawi, Namibia, Rwanda, Sudan and Zimbabwe. In attendance also were co-operative movements from Egypt and Nigeria. Such positive response and enthusiasm augurs well for increased future regional co-operative collaboration and the ICA shall take maximum advantage of it.

It is worth noting that the Conference and Exhibition took place at a most opportune moment when we are half-way in implementation of the Regional Co-operative Development Decade. It was an appropriate time to evaluate the past half of the Decade and through the experience gained, realistically assess prospects for achieving the set objectives during the remaining five years.

The conference was also held at a time when we start a new decade and indeed the last decade of the twentieth century, when the co-operative movement in the region is confronted by a number of challenges. These challenges demanded the Co-operative Ministers and Leaders to identify what the 1990's will mean for co-operatives and set strategies that will steer co-operatives through the last years of the century. Hence the theme of the conference "Co-operatives in the 1990's — Challenges and Opportunities". This objective was also achieved.

The Strategies and Targets that were formulated for 1990 - 1993 are quite comprehensive and address those contemporary areas requiring urgent and concerted action necessary for achieving co-operative development in the region. The fact that the final communique was signed by Co-operative Ministers and Leaders is a testimony of their mutual determination to implement the programme. The challenge for all parties involved is to start immediately implementing the said Strategies and Targets as part of their National Co-operative Development Decade programme.

Let me take this opportunity to express sincere gratitude to His Excellency the Vice-President of the Republic of Kenya, Professor George Saitoti, for having

accepted to open the conference and exhibition and for his support of the regional co-operative development programme.

Thanks also go to Hon. J.K. Cheruiyot, Minister for Co-operative Development in Kenya, for his able and competent chairmanship of the conference and officiating at the closing ceremony. Similarly, I wish to thank the ICA President, Mr. L. Marcus, for his articulate presentation of the keynote address and projection of the views of the co-operative movement in particular. In the same vein, I wish to thank the ICA Director, Mr. B. Thordarson, for his words of advice and comprehensive presentation of the ICA development strategy. I wish to express gratitude to the Chairman of the ICA Regional Council, Mr. M. Galetshoge, for his guidance, wrap-up words of encouragement and a very warm send-off.

The Kenya government and the movement who co-hosted the conference deserve special thanks. Their financial, material and logistic support, their tireless efforts and warm hospitality, created an ideal environment for which we shall forever be grateful.

Finally, I wish to thank the members of the ICA Regional Council, my colleagues at ICA Head Office, other Regional Offices and those in Moshi for their support, encouragement and devotion, in all the preparational aspects of the conference and exhibition.

**Charles Haba Gashumba**  
**REGIONAL DIRECTOR**

**THE THIRD ICA AFRICAN MINISTERIAL  
CO-OPERATIVE CONFERENCE AND EXHIBITION  
14 - 19 MAY 1990**

**MINUTES**

**Official Opening**

The third ICA African Ministerial Co-operative Conference and Exhibition was officially opened on Tuesday May 15, 1990, by His Excellency, Prof. George Saitoti, the Vice-President of the Republic of Kenya and Minister for Finance.

Mr. Lars Marcus, the President of the International Co-operative Alliance, addressed the conference during the official opening ceremony. The Tanzanian Minister for Local Government, Community Development, Co-operatives and Marketing, Hon. Anna Abdallah, gave a vote of thanks to the Guest of Honour, on behalf of the delegates. At the same time, she extended an invitation for the next Conference to be held in Tanzania in 1993.

**Handing Over of Chairmanship**

Hon. S. Kalaba, the Zambian Minister of State for Co-operatives and the outgoing Chairman gave a progress report for the period 1987 - 90. He then officially handed over the Chairmanship of the Conference to Hon. J.K. Cheruiyot, the Kenyan Minister for Co-operative Development.

The Conference observed a Minute of Silence in honour of the late Hon. T.M. Nyagumbo, former Zimbabwean Minister of Co-operatives.

**Procedures and Practical Matters**

The Chairman, Hon. J.K. Cheruiyot, called the meeting to order at 14.45 hours and asked Mr. C.H. Gashumba, the ICA Regional Director for East, Central and Southern Africa, to give preliminary remarks and outline the working procedures for the Conference. Mr. Gashumba presented the objectives and procedures of the Conference. The Conference programme was unanimously adopted.

**Appointment of the Secretariat**

A Secretariat for the Conference was appointed and comprised B. Kadasia and F. Dubell, from the ICA Regional Office, Moshi; A. Kariuki of the Kenya National Federation of Co-operatives; M. Mubanga from the Ministry of Co-operatives and Marketing in Zambia; and Mrs. E. Gicheru of the Co-operative College of Kenya.

**The Exhibition**

Running concurrently with the 3rd ICA African Ministerial Co-operative Conference was the first International Co-operative Exhibition in the region. The purpose of the Exhibition was to display the range of goods and services that the co-operators in the region produce with a view to stimulating inter-cooperative trade.

Co-operative movements from Lesotho, Somalia, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe and the host Kenya, took part. The International Co-operative Alliance Regional Office for East, Central and Southern Africa also exhibited.

#### **Ministerial Statements and Country Papers**

Ministers gave Ministerial Statements while representatives of the co-operative movements presented the corresponding Country Papers.

Presentations were made in the following order:

Botswana, Lesotho, Mauritius, Somalia, Swaziland, Tanzania, Uganda, Zambia and Kenya.

The following observer countries also made presentations:

Malawi, Namibia, Rwanda, Sudan and Zimbabwe.

#### **Fraternal Greetings**

Representatives of the following organisations delivered fraternal greetings to the Conference:

The Swedish Co-operative Centre (SCC)

Central Agricultural Co-operative Union (CACU) — Egypt

The Co-operative Federation of Nigeria

The International Labour Organisation (ILO)

The Food and Agricultural Organisation (FAO)

The African Confederation of Co-operative Savings and Credit Associations (ACCOSCA)

The Eastern and Southern Africa Management Institute (ESAMI)

The Centre for Integrated Rural Development in Africa (CIRDAFRICA)

The Centrosoyus, U.S.S.R.

Each of the three Regional Directors from the other ICA Regional Offices then briefly addressed the Conference. The first day's session was adjourned at 18.25 hours.

#### **Appointment of a Drafting Committee**

A Drafting Committee was appointed to transform the deliberations and decisions of the Conference into Strategies and Targets for 1990 - 1993, and to prepare the Conference Communique. Members of the Committee were:

A. Ligale, Permanent Secretary, Ministry of Co-operative Development, Kenya.

D. Hollela, Secretary General, Co-operative Union of Tanzania.

C. Kabuga, General Secretary, Uganda Co-operative Alliance.

P. Chilomo, Executive Secretary, Zambia Co-operative Federation.

T. Khodabocus, Registrar of Co-operative Societies, Mauritius.

#### **The Regional Office report on the CDD activities (1987 - 90)**

Mr. C.H. Gashumba presented a report on the activities carried out within the framework of the Co-operative Development Decade by the Regional Office. He

highlighted the experiences the Regional Office had gained from carrying out the activities of the decade. He reported that whereas the Regional Office had made tangible success in this respect, it had become clear that Member Organisations needed to give more support to the CDD Programme. The Conference commended the work done by the Regional Office.

#### **The Overall ICA Perspective and Development Strategy**

The ICA Director, Mr. B. Thordarson, summarized the current ICA perspective as "...a continuing belief in the merits and possibilities of co-operative development, and a determination to provide all possible support; but also an awareness that co-operative development must be assessed in the light of present day realities and situations".

The ICA strategy, he said, emphasizes its role as a catalyst of co-operative development, as distinct from that of a development agency. The key priorities for ICA involvement are: improving the relationship between co-operatives and governments into an appropriate partnership, strengthening national co-operative organisations, promoting human resource development, commercial collaboration, and attracting development assistance.

#### **Keynote Address by the ICA President**

The ICA President, Mr. Lars Marcus, delivered a Keynote Address to the Conference, titled "Co-operatives in the 1990s: Challenges and Opportunities". He emphasized five important areas which he considered were going to be decisive variables during the 1990s, not only for co-operatives but for human society in general.

He further discussed the changing world economic patterns where already a major tendency towards greater regional and international integration and collaboration could be seen; the drastic political changes recently seen in East and Central Europe and their potential impact on Africa; the unabating population growth problem; the sometimes uneasy relations between governments and co-operatives; and the need for a strong and clearer co-operative identity.

#### **Discussions in Plenary**

The plenary session deliberated on the various points and issues raised in the Country Papers, the Ministerial Statements, the Regional Office CDD Report, and the Keynote Address. The discussions, views and recommendations arising from the Plenary Sessions formed a basis for the Drafting Committee to formulate proposed Strategies and Targets for 1990 - 1993.

#### **Study Tours**

Tours were organized for the delegates and observers to visit co-operative projects in Machakos, Murang'a and Limuru.

#### **Strategies and Targets 1990 - 1993**

The Chairman of the Drafting Committee, Mr. A. Ligale, presented proposals of Strategies and Targets 1990 - 1993 to the Conference for adoption.



The Lesotho Delegation moved that the proposal presented to the Conference by the Drafting Committee be adopted. The motion was seconded by Tanzania and Swaziland.

The proposals were unanimously adopted.

#### **Official Closing**

The Conference was officially closed on Friday 18, May 1990, by the Kenyan Minister for Co-operative Development, Hon. John Cheruiyot. During the closing ceremony, delegates, observers and exhibitors, were presented with certificates and plaques in appreciation of their contributions. The Mauritian Minister for Co-operatives, Hon. Vishwanath Sajadah, gave a vote of thanks.

#### **Joint Communique**

At the end of the Conference, the Ministers and Co-operative Leaders jointly signed a communique reaffirming their commitment to the Regional Co-operative Development Decade and committing themselves to implement the strategies for 1990 - 1993.

## **STRATEGIES AND TARGETS 1990 - 1993**

### **PREAMBLE**

The Third ICA African Ministerial Co-operative Conference met in Nairobi, Kenya, 15th to 19th May, 1990. The Conference reviewed progress made in the implementation of the Co-operative Development Decade (CDD) during the period since the 2nd Ministerial Conference held in Lusaka, Zambia, 1987.

The Conference also set strategies for the period 1990 - 93. These strategies have been worked out on the basis of: the Ministerial Statements and Country Papers presented by the various delegations; the Keynote Address by the ICA President; the presentation by the ICA Director on ICA overall perspective and development strategy and the ICA Regional Report.

The strategies do not apply equally to all Member Organisations as the level of co-operative development varies from country to country. Also, their level of implementation of the Co-operative Development Decade programmes is at varying stages. Therefore, each country should work out its own priorities and targets.

### **1. CREATING A CONDUCIVE ENVIRONMENT FOR CO-OPERATIVE DEVELOPMENT**

Co-operative development can only take place in a favourable environment. It is recognized that the governments play an important role in creating such an environment. A lot has been achieved in this field since the Gaborone Declaration. However, the following areas still require attention:

#### ***Co-operative Development Policy***

All governments in the member countries shall formulate comprehensive Co-operative Development Policies to provide guidelines on the role of cooperatives in national development. Such policies shall be formulated with the full participation of the co-operative movement.

#### ***Working relationship between government/party/co-operatives***

Co-operatives shall grow and develop through their own initiatives and as much as possible through their own resources and initiatives. The role of governments and political parties would be to promote, advise and provide supporting resources.

#### ***Legislation and government regulation***

In several countries in the region, the co-operative laws are old and need to be reviewed and updated to better meet the changing needs taking place in the co-operative environment.

At the same time, other laws and regulations affecting co-operatives should be changed so as to support co-operative activities. There is also a need to initiate new regulations.

### **Autonomy**

In order for co-operatives to grow and develop, they need to be autonomous, i.e. to take their own decisions and to pursue action programmes geared and determined to meet the needs of their members.

Governments should commit themselves to gradually extending autonomy to co-operatives. Each country should set specific criteria or autonomy indices.

### **Taxation**

In view of the weak financial base and also of the development role co-operatives play, Governments should consider giving co-operatives concessionary tax treatment.

### **Coordination**

To achieve maximum benefit from the various development efforts in the field of co-operatives, coordination is required within the government structure, in particular where co-operatives are handled by separate ministries, the co-operatives themselves, and between the government and the co-operatives.

## **2. HUMAN RESOURCE DEVELOPMENT — HRD**

Human resource development has taken place in the region in various forms ever since co-operatives were set up. However, far from decreasing, the need for HRD-activities is increasing. In particular, there is a growing need to carry out co-operative member education programmes, training of co-operative committee members and leaders and staff training. It is important that each group has an understanding of the role of the others in the development of the co-operatives.

- setting up of specific co-operative training institutions where they do not exist and strengthening existing ones
- continuing to run the Co-operative Development and Policy Course
- organising and running new specialized courses at regional level, e.g. in areas like agro-processing, computer programming, etc.
- introducing exchange programmes for trainers at co-operative college level and study visits for co-operative leaders
- introducing and implementing modern personnel policies including staff development programmes, competitive terms and conditions of service
- setting up of funds for HRD
- where the co-operative movements are not able to finance HRD-activities, governments should support such activities
- professionalization of staff to cope with modern complex business practices
- adjusting training programmes to incorporate the needs of the informal sector

## **3. EMPLOYMENT CREATION**

Co-operatives are already providing jobs for large numbers of people in the region. However, co-operatives can still play a greater role in creating employment, particularly so in the informal sector.

The following strategies are adopted:

- to assist and encourage diversification in the agricultural sector, e.g. agro-processing industries
- introducing the co-operative form of organisation into the informal sector, e.g. Jua Kali and Kazi co-operatives in Kenya; assisting such groups or pre-co-operatives to get access to credit; and to providing relevant training
- graduates from the youth polytechnics should be organized and similarly assisted.

#### 4. CO-OPERATIVE FINANCING

It is generally recognized that co-operatives in this region are financially weak. This is seen in their lack of investment and working capital as well as in poor liquidity.

The following strategies are adopted:

- build up their share capital to be commensurate with business volume; each country should set a target to be achieved at the end of the decade
- provisions relating to retention of reserves and other development funds should be enforced
- income generating activities should be started e.g. printing, accounting and auditing, consulting and data processing. However, these activities should be related to the needs of the members
- starting up joint ventures with co-operatives and other organisations in the private sector
- aggressive mobilization of local savings through the establishment of savings and credit societies, co-operative banks and insurance societies
- creating added value through integration and industrialization
- co-operatives should be assisted to gain access to credit at concessionary interest rates and to foreign currency
- getting access to government grants.

#### 5. WOMEN

There are no deliberate policies barring women from participating in co-operatives. However, it is well known that their participation at management and leadership levels is far below expectations. The following strategies are adopted to increase their participation:

- encourage women to become members and leaders of co-operatives
- encourage women activities in existing co-operatives
- women should have access to special credit facilities
- initiate support for income generating activities for women
- organise specific training programmes for women
- set up bursaries to give support to women to undergo education and training
- create women programme units in the apex organisations and encourage the setting up of similar units in other co-operative organisations.

## **6. YOUTH**

Youth should be exposed to co-operative ideals and practices in the following forms:

- co-operative education in schools; use should be made of the model primer produced by the Regional Office
- setting up of pre-cooperatives under the umbrella of the school systems, e.g. parents/teachers association (PTA)
- support to pre-cooperatives for youth

## **7. MACHINERY FOR IMPLEMENTATION OF CO-OPERATIVE DEVELOPMENT DECADE**

The machinery previously set up for the implementation of the CDD-activities has not worked. A number of factors have contributed to this state of affairs, e.g. lack of commitment, finance and monitoring.

The following strategies are adopted:

- the member organisations shall prepare by the 30th November 1990, a CDD-plan covering the years 1990 - 1995 detailing their priorities, targets, and programmes
- a meeting shall be organised at regional level to review the plans
- ICA Regional Office shall systematically follow up the CDD-progress in 1993 and present a progress report at the Ministerial Conference.

A final and more formal evaluation of the CDD-decade shall be undertaken in 1996 and reported to the Ministerial Conference to be held that year.

## **8. BASIC VALUES**

Co-operatives are "associations of persons who have voluntarily joined together to achieve a common end". Therefore, members' needs and interests are central preoccupations of co-operative organisations. Co-operative organisations seek first and foremost to satisfy the economic needs of their members; they need to create surplus to serve their members better; co-operatives are not charitable organisations.

- in pursuit of their economic goals, the co-operative organisations should adhere to the internationally accepted co-operative principles and basic values
- all employees should be exposed to co-operative principles and basic values through induction programmes.

## **9. INTER-COOPERATIVE TRADE AND COLLABORATION**

There are many benefits that accrue from regional and international co-operation, e.g. cross-fertilization of ideas, exchange of information, experience and training materials. In the region, co-operative trade, though at a low level, is already in progress. A project at the ICA Regional Office has been established to promote co-operative trade.

The following three strategies should be pursued:

- ICA should actively approach other countries in the region to become members of the Regional Office
- the proposed Panafrican Confederation of Agricultural Co-operatives should be formed
- to promote trade, new products need to be developed and the geographical region extended.

## 10. TECHNOLOGY

Although co-operatives in the region represent various activities of human endeavour, they still remain predominantly agriculture-based and therefore dependent upon nature-related factors.

The level of technology used in co-operatives in the region is lagging behind current developments. To be competitive, co-operatives need to acquire and utilize modern technology.

## 11. IMPACT OF STRUCTURAL ADJUSTMENT ON CO-OPERATIVES

Most of the countries in the region are currently carrying out structural adjustment programmes. These programmes will have a major impact on co-operatives. The following strategies are proposed to counter the adverse effects and to take advantage of these programmes.

- ensuring that the co-operative plans and projects are included in the national development plans and strategies
- ensuring prompt payment to farmers to encourage production and thereby contributing to food self-sufficiency
- co-operative organisations must actively take part in price setting fora
- to counter the effects of decontrolled prices, co-operative organisations should set up and manage price stabilization funds
- co-operatives should be fully compensated for economic losses arising out of government decisions affecting their operations
- co-operatives must adjust themselves to stiffer competition.

## 12. POLITICAL AND ECONOMIC CHANGES IN THE WORLD

The general trend in the world today is towards economic integration and co-operation across national and regional groupings.

These trends will have an effect upon co-operative business and therefore, the co-operative business organisations must be prepared to counteract the adverse effects but at the same time take advantage of the benefits.

The following strategies are adopted:

- new and more competitive products should be developed
- the quality of the export products now available should be improved so as to be competitive
- aggressive marketing strategies should be designed and implemented
- co-operative trade links within the region and the continent through organising exhibitions and other promotional activities should be enhanced

- initiatives taken by the EEC Commission to initiate intercontinental conferences between the Community and developing countries (Doc.A2-205/88) should be vigorously pursued
- joint ventures with other co-operatives, private companies and foreign investors should be undertaken.

### **13. DONOR SUPPORT**

The theme of the CDD is self-reliance. However, it must be realized that self-reliance may not fully be achieved within the decade. Therefore, there will be need for donor support also in the years ahead to realize the objectives of the decade. In this regard, the Conference appeals to donors to honour their obligations to Africa.

There are basically two forms of channelling donor assistance: through movement-to-movement and through government-to-government. Movement-to-movement support should be encouraged.

### **14. INTERNATIONAL YEAR OF CO-OPERATIVES 1995**

The Member Organisations in the region support the proposal put forward at the ICA Congress in Stockholm in 1988 to proclaim the year 1995 the International Year of Co-operatives and propose to request their governments to support the move.

## COMMUNIQUE

We Ministers and Co-operative Leaders responsible for Co-operative Development in East, Central and Southern Africa assembled here in Nairobi, in compliance with the Gaborone strategies for the period 1990 - 93;

**Having Considered** The 29th ICA Congress in Stockholm and the 7th ILO Regional Conference in Harare.

**Having Assessed** The Achievements made and constraints encountered during 1987 - 90.

**Noting** That progress has been made at the regional level in areas in which new projects have been set up, that is Women Development, Banking, Savings and Credit and Trade; in strengthening ICA Member Organisations through Strategic Planning, Modern Personnel Policies and Organisation Development; in Agriculture, Insurance and Human Resource Development.

**Appreciating** That at National level, relations between government departments and co-operative organisations have improved; new policies have been formulated; co-operative acts have been reviewed; and new projects and programmes have been started.

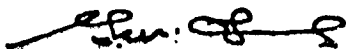
**Recognizing** That the 1990's will pose many challenges and offer opportunities to co-operatives resulting from new world economic and political trends; structural adjustment programmes; and technological development among others.

**Reaffirm** Our commitment to the Regional Co-operative Development Decade and

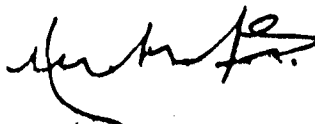
**Commit** Ourselves to implement the strategies for 1990 - 93.

In approval of the communique, we, the Ministers and Co-operative Leaders present here in Nairobi, on this 18th day of May 1990, do hereby append our signatures.

**BOTSWANA**



Hon. G.M. Oteng  
Assistant Minister for Agriculture



Mr. M.E. Galetshoge  
Chairman, Botswana Co-operative  
Union



**KENYA**

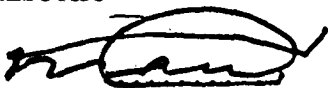


**Hon. J.K. Cheruiyot**  
Minister for Co-operative Development

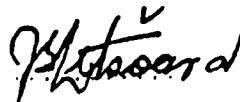


**Mr. G.K. Gakure**  
Chairman, Kenya National Federation  
of Co-operatives

**LESOTHO**

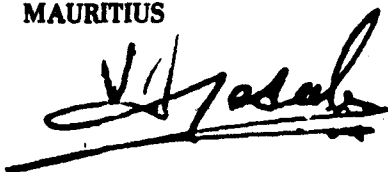


**Hon. M.P. Matete**  
Minister for Interior and Rural  
Development

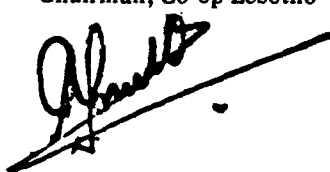


**Mr. J.S. Letsoara**  
Chairman, Co-op Lesotho

**MAURITIUS**



**Hon. V. Sajadah**  
Minister for Co-operatives



**Mr. R. Seeruttun**  
Chairman, Mauritius Co-operative  
Union

**SOMALIA**

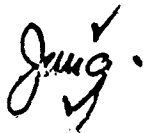


**Mr. Ali Mohamed Ahmed**  
Vice-Chairman, Union of Somali  
Co-operative Movement




**Mr. Mohamed Sheikh**  
General Manager, Union of Somali  
Co-operative Movement

**SWAZILAND**



**Mr. J.L. Mbingo**  
Commissioner for Co-operative  
Development

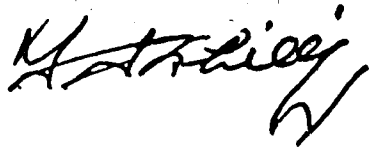


**Mr. K.C. Mahlalela**  
Chairman, Central Co-operative Union

**TANZANIA (MAINLAND)**

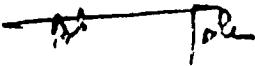


**Hon. Anna Abdallah  
Minister for Local Governments,  
Community Development,  
and Marketing**



**Hon. P. Ndaki  
Chairman, Co-operative Union of  
Tanzania**

**TANZANIA (ISLES)**



**Hon. Ali M. Shoka  
Minister of State for Co-operatives,  
Marketing Land Commission and  
Environment, Chief Minister's Office**



**Hon. P. Ndaki  
Chairman, Co-operative Union of  
Tanzania**

**UGANDA**



**Mr. S. Rutega  
Permanent Secretary, Ministry of  
Co-operatives and Marketing**



**Hon. B. Wolimbwa  
Chairman, Uganda Co-operative  
Alliance**

**ZAMBIA**



**Hon. S. Kalaba  
Minister of State for Co-operatives,  
Prime Minister's Office**



**Mr. G.L. Willima  
Chairman, Zambia Co-operative  
Federation**

## ANNEXES

### Annex - 1 CONFERENCE PROGRAMME:

12 - 14th MAY, 1990

- Registration: Kenyatta International Conference Centre  
MONDAY 14 MAY, 1990
- 0900 — Regional Executive Committee Meeting  
1430 — Regional Council Meeting  
TUESDAY 15 MAY, 1990
- Traditional Dances  
0900 — Official Opening by His Excellency The Vice-President  
of the Republic of Kenya, Prof. George Saitoti  
— Handing over Chairmanship  
— Mr. Lars Marcus — President, ICA, addresses the  
Conference  
— Hon. J. Cheruiyot — to invite His Excellency The Vice-  
President to open the Conference  
— Vote of thanks  
1230 — LUNCH BREAK  
1400 — Conference Information  
1430 — Ministerial Statement and Country Papers  
1530 — Tea/Coffee Break  
1600 — Ministerial Statements and Country Papers (cont.)  
1730 — ICA Regional Office Report, 1987 - 1990  
1800 — Conference Adjourns  
1930 — Reception by Kenyan Minister for Co-operative Deve-  
lopment  
WEDNESDAY 16 MAY, 1990
- 0900 — Fraternal Greetings  
0930 — The overall ICA Perspective and Development Strategy  
— Bruce Thordarson, Director, ICA  
1000 — Keynote Address, Co-operatives in the 1990s —  
Challenges and Opportunities — Lars Marcus, Presi-  
dent, ICA.  
1130 — Discussions  
1230 — LUNCH BREAK  
1400 — Discussions (cont.)  
1530 — Tea/Coffee Break  
1600 — Discussions (cont.)

- 1800 — Conference Adjourns
- 1930 — Reception by Chairman, Kenya National Federation of Co-operatives
- THURSDAY 17 MAY, 1990
- STUDY TOURS
- FRIDAY 18 MAY, 1990
- 0900 — Plenary Session — Strategies and Targets for 1990 - 93
- 1000 — Tea/Coffee Break
- 1030 — Plenary Session — Strategies and Targets for 1990 - 93 (cont.)
- 1200 — Official Closing by Hon. J.K. Cheruiyot, Kenyan Minister for Co-operative Development
- 1230 — LUNCH BREAK
- 1400 — Tour of Exhibition
- 1930 — Signing of Joint Communique, Reception by the Chairman, ICA Regional Council
- SATURDAY 19 MAY, 1990
- Departures
- Post Conference Tours

## LIST OF PARTICIPANTS

### ANNEX 2

#### Botswana

- Hon. G.M. Oteng Assistant Minister of Agriculture  
Mr. M.E. Galetshoge Chairman, Botswana Co-operative Union and Chairman, ICA Regional Council  
Mr. R.N. Nstima Commissioner for Co-operative Development  
Mr. D. Moremong Vice-Chairman, Botswana Co-operative Union  
Mr. A. Ramosako Assistant GM, Botswana Co-operative Union

#### Kenya

- Hon. J.K. Cheruiyot Minister for Co-operative Development  
Mr. G.K. Gakure Chairman, Kenya National Federation of Co-operatives  
Mr. A. Ligale Permanent Secretary, Ministry for Co-operative Development  
Mr. R.W. Bomett Commissioner for Co-operative Development  
Mr. R.M. Wamakau Secretary General, Kenya National Federation of Co-operatives  
Mr. A. Kariuki Planning Officer, Kenya National Federation of Co-operatives

#### Lesotho

- Hon. P.P. Matete Minister of Agriculture  
Mr. J.S. Letsoara Chairman, Co-op Lesotho  
Mr. E.P. Moeketsi Commissioner for Co-operative Development  
Mr. P.M. Khanyane Managing Director, Co-op Lesotho  
Ms. L. Mabathoana Administration Manager, Co-op Lesotho

#### Mauritius

- Hon. V. Sajadah Minister of Co-operatives  
Mr. R. Seeruttun President, Mauritius Co-operative Union  
Mr. M. Virjanan Principal Assistant Secretary, Ministry of Co-operatives  
Mr. T. Khodabocus Registrar of Co-operative Societies  
Mr. L. Mohabeer Chief Executive, Mauritius Co-operative Union

#### Somalia

- Hon. Ali Mohamed Ahmed Vice-Chairman, Union of Somali Co-operative Movement (USCM)

**Dr. Mohamed A. Sheikh**      **General Manager, USCM**  
**Mr. Yusuf Sheikh Ali**      **USCM**  
**Mr. Siraji A. Osman**      **USCM**  
**Mr. Mukhtar Qassim Moalin** **USCM**  
**Mr. Moalin Qurey Abubacar** **USCM**  
**Mr. Abdulkadir Ahmed Mao** **USCM**  
**Mr. Omar Mohamed Moalin** **USCM**

**Swaziland**

**Mr. J.L. Mbingo**      **Commissioner of Co-operatives**  
**Mr. C.K. Mahlalela**      **Chairman, Central Co-operative Union of Swaziland (CCU)**  
**Mr. N.T. Simelane**      **Chief Executive Officer, CCU**

**Tanzania**

**Hon. A.M. Abdallah**      **Minister for Local Government, Community Development, Co-operatives and Marketing (Mainland)**  
**Hon. A.M. Shoka**      **Minister of State for Co-operatives, Zanzibar**  
**Hon. P.N. Ndaki**      **Chairman, Co-operative Union of Tanzania**  
**Dr. L. Mongi**      **Acting Commissioner of Co-operatives (Mainland)**  
**Mr. K.U. Ali**      **Registrar of Co-operatives, Zanzibar**  
**Mr. D.W.A. Hollela**      **Secretary General, Co-operative Union of Tanzania**  
**Mr. I.Y. Mshare**      **Private Secretary to the Minister (Mainland)**

**Uganda**

**Mr. S.B. Rutega**      **Permanent Secretary, Ministry of Co-operatives and Marketing**  
**Hon. B. Wolimbwa**      **Chairman, Uganda Co-operative Alliance and Vice-Chairman, ICA Regional Council**  
**Mr. P.K. Batarinyebwa**      **Commissioner for Co-operatives**  
**Mr. C. Kabuga**      **General Secretary, Uganda Co-operative Alliance**

**Zambia**

**Hon. S. Kalaba**      **Minister of State for Co-operatives**  
**Mr. G. Willima**      **Chairman, Zambia Co-operative Federation (ZCF)**  
**Mr. M.K. Mubanga**      **Ag. Permanent Secretary for Co-operatives**  
**Mr. M. Mukelabai**      **Board Member, ZCF**  
**Mr. P. Chilomo**      **Executive Secretary, ZCF**  
**Mr. A. Matoka**      **2nd Secretary, Zambia High Commission, Nairobi**

**Zimbabwe**

- Hon. J.T. Mujuru Minister of Community and Co-operative Development, (MOCCD)  
Mr. E.E. Moyo Deputy Secretary, MOCCD  
Mr. M.S. Matanyaire Under Secretary, Coop Accounts and Audit  
Mr. W.C. Msindo Zimbabwe High Commission, Nairobi

**Malawi**

- Hon. R.W. Chirwa Minister of Trade, Industry and Tourism  
Mr. W.B. Tsamwa Assistant Registrar of Co-operative Societies  
Mr. F.D. Msewa General Manager, Malawi Union of Savings and Credit Co-operatives (MUSCCO)

**Namibia**

- Mr. V. Nghipondoka Permanent Secretary, Ministry of Agriculture and Rural Development  
Mr. B. Rothkegel Registrar of Co-operatives

**Rwanda**

- Mr. Ntezilizaza Symphorien Director, Ministere de la Jeunesse et du Mouvement Associatif (MJMA)  
Mr. Mwumvaneza Cyrille Technician, MJMA  
Mr. Mugesera Antoine Responsable d'Unite, MJMA

**Sudan**

- Hon. Faloug Elbushra Minister of Commerce and Co-operation  
Dr. Abdellatif Abdelhamid Ambassador to Kenya

**Co-operative Colleges**

- Mr. T.J. Mahuwi Principal/Director, Co-operative College, Moshi, Tanzania  
Mrs. E.N. Gicheru Principal, Co-operative College of Kenya  
Mr. S.R. Matlanyane Director, Co-operative Development Centre, Lesotho

**Co-operative Banks and Savings and Credit Organisations**

- Mr. P.A. Magani Chairman and Managing Director, Co-operative and Rural Development Bank, Tanzania  
Mr. G.L. Nsubuga Deputy GM, The Co-operative Bank Ltd., Uganda  
Mr. S. Esiromo Marketing Manager, Co-operative Bank of Kenya  
Mr. J.O. Bango General Manager, Kenya Union of Savings and Credit Co-operatives

**Co-operative Insurance**

**Mr. H. Nyachio**      **General Manager, Co-operative Insurance Services,  
Kenya**

**Central Agricultural Co-operative Union (CACU), Egypt**

**Hon. Idris Mohamed**      **Chairman, CACU and Chairman, African Farmers  
Association**

**Mr. Selim Ibrahim, CACU**

**Hon. Mobasher Sabry, CACU**

**Mr. Marwan Ahmed, CACU**

**Hon. Selim Ahmed, CACU**

**Mr. Hammad Elsayed, CACU**

**Mr. Abu El Seoud Hosny, CACU**

**Mr. Khalil Hussein, CACU**

**Mr. Ghazy Abdelhamid, CACU**

**Mr. El Assy Sayed, CACU**

**Co-operative Federation of Nigeria**

**Mr. Fayese, Executive Secretary**

**The Swedish Co-operative Centre**

**Mr. Sven Enarsson, Head of Section**

**ACCOSCA**

**Mr. V.M. Lubasi, Executive Secretary**

**ILO**

**Mr. J. Schwettmann, Regional Adviser on Co-operatives**

**FAO**

**Mr. H. Meliczek, Chief, Rural Development and Organisations**

**CIRDAFRICA**

**Mr. A. Gombe**      **Senior Training Officer, Centre for Integrated Rural  
Development in Africa, Arusha, Tanzania**

**ESAMI**

**Ms. E. Amira, Consultant**

**NORAD**

**Mr. Olav Lindstad**  
**Special Advisor on Agricultural Development**



**International Co-operative Alliance**

Mr. Lars Marcus, President

Mr. Bruce Thordarson, Director

Mr. C. Thorselius, Finance Manager

Mr. J.M. Rana, Senior Development Adviser

Mr. Y. Regis, Chairman, CICOPA

Mr. C.H. Gashumba, Regional Director, East, Central and Southern Africa,  
ROECSA

Mr. A. Kibora, Regional Director, West Africa

Mr. G.K. Sharma, Regional Director, Asia and Pacific

Mr. J.D. Pacheco Regional Director, Central America and the Caribbean

Mr. F. Dubell, Development Adviser, ROECSA

Mr. A. Klootwijk, Project Manager, Banking Savings and Credit, ROECSA

Mr. A. Shafi, Project Manager, Human Resource Development ROECSA

Mr. B. Mutambukah, Project Manager, Cooptrade ROESCA

Mr. N. Bulamba, Finance and Administration Manager, ROECSA

Ms. E. Minde, Women Project Manager, ROECSA

Mr. B. Engstrom, Project Manager, Insurance, ROECSA

Mr. B. Kadasia, Project Manager, Research, Planning and Consultancy,  
ROECSA

Mr. R. Kankomba, Project Manager, Agriculture, ROECSA.



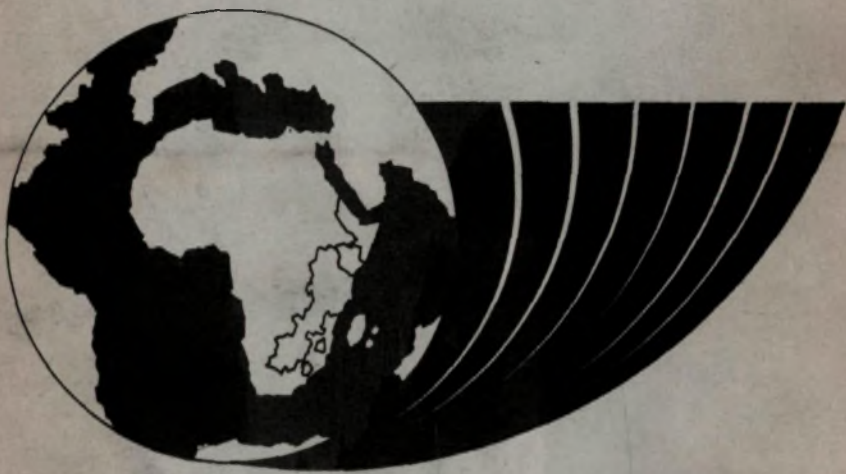
*A group photo of Delegates to the Third ICA African Ministerial Co-operative Conference with the Kenyan Minister for Co-operative Development, Mr. John Cheruiyot, (fourth from left, front row). On his left is the ICA President, Mr. Lars Marcus. The ICA Director, Mr. Bruce Thordarson, is third from right.*



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Kenyatta International Conference Centre,  
Nairobi, Kenya, where the 3rd ICA Ministerial  
Co-operative Conference was held.



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