

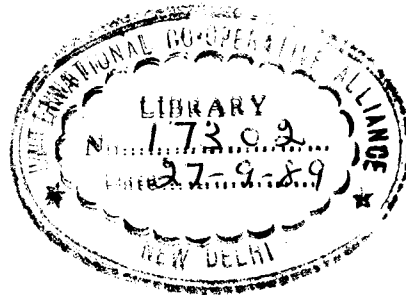
INTERNATIONAL CO-OPERATIVE ALLIANCE  
REGIONAL OFFICE FOR WEST AFRICA

R E P O R T  
OF THE ICA SEMINAR  
ON CO-OPERATIVE UNIONS  
(IBADAN 26 - 28 MARCH 1979)

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PROVISIONAL REGIONAL COUNCIL  
FOR THE ICA REGIONAL OFFICE  
FOR WEST AFRICA  
(IBADAN 28 - 30 MARCH 1979 -  
ABIDJAN 31 MARCH 1979)

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C O N T E N T S

ACKNOWLEDGEMENTS

IN BRIEF

SEMINAR ON COOPERATIVE UNIONS AND APEX ORGANISATIONS

PROVISIONAL REGIONAL COUNCIL

APPENDIX I - (The Seminar)

- 1.1. A synthesis of replies to questionnaires
- 1.2.1. Case Study - Kenya
- 1.2.2. Case Study - Nigeria
- 1.2.3. Case Study - Senegal
- 1.3. Guidelines for discussion
- 1.4.1. Report from working group 1
- 1.4.2. Report from working group 2
- 1.4.3. Report from working group 3
- 1.5. Synthesis of the debates

APPENDIX 2 - (Provisional Regional Council)

- 2.1. Synthetic programme
- 2.2. Address by President KERINEC

APPENDIX 3

Programme

APPENDIX 4

List of participants

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A C K N O W L E D G E M E N T

The Seminar on the Cooperative Unions and the convening of the provisional Regional Council for the Regional Office of the ICA were held thanks to the kind hospitality of the Nigerian Federal Authorities and of the Co-operative Federation of Nigeria.

The formal opening of the Regional Office was organised at the kind invitation of the Governmental Authorities in Ivory Coast and thanks to the special hospitality of the Chambre d'Agriculture of Ivory Coast.

The financing for the Seminar was jointly supported by the cooperative movements from Sweden, Canada and France.

Finally, all delegations and observers have fully contributed, thanks to their considerate approach in the debates, to the success of the Seminar and of the first meeting of the Provisional Regional Council.

To all we convey our deep appreciation and our most sincere thanks.

S.K. SAXENA  
Director of the ICA

I N B R I E F

From March 26 to 28, the International Cooperative Alliance (ICA) organised a Seminar in IBADAN (Nigeria) which assembled representatives from the cooperative movements and the Governments of the 16 countries of Western Africa, as well as observers from Training Institutes in Africa, from European and Canadian Cooperative Movements, and from international Organisations.

The Seminar scrutinized the problems of the Cooperative Unions in the Region. Drawing from the exchange of experiences between all countries and from the discussions in working groups, the Seminar is proposing concrete measures in order to promote and strengthen the Unions so that they may become an essential tool for the development of genuine cooperative movements in West Africa.

The Session of the Provisional Regional Council for the Regional Office of the ICA took place immediately after the Seminar (28 to 30 March in Ibadan). The Office is located in Bingerville (Ivory Coast). During a transitory period, that is until 1984, the Regional Council is constituted by two representatives from each country one from the cooperative Movement, the other from the Government. Later on, to comply with the status of the ICA, the Council will be composed of representatives from the cooperative movements only. The Council elected an Executive Committee with 9 members (Cape Verde, Ivory Coast, The Gambia, Guinea, Liberia, Mali, Niger, Nigeria, Togo). The Chairman of the Regional Council and of the Executive Committee is the President of the Cooperative Federation of Nigeria, the Chief BABATOLA; the Vice-Chairmanship went to Ivory Coast and Cape Verde Islands. The Provisional Regional Council also decided the main lines of its programme of activity which will concentrate on cooperative training, applied research and exchanges of experiences between the African Cooperative Movements.

The formal opening of the Regional Office took place in Abidjan on March 31st 1979, under the Presidency of his Excellency the Minister of Agriculture of Ivory Coast, Mr BRA KANON, with the participation of Mr Roger KERINEC, President of the ICA, of Dr S.K. SAXENA, Director of the ICA, of the President of the Chambre d'Agriculture of Ivory Coast, Mr OKA NIANGOIN and in the presence of many representatives from the Ambassies and from the international organisations and the participants from the above mentioned Seminar.

## SEMINAR ON THE COOPERATIVE UNIONS AND APEX ORGANISATIONS

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Monday March 26. Chairman : Chief AKINYEMI (Nigeria)

After the words of welcome to the participants and the formal opening of the Seminar chaired by the State Minister of Oyo for trade, Industry and Cooperatives, Dominique GENTIL, technical Director of the Seminar, introduced the objectives, working methods and programme of the Seminar. Then he commented upon the Synthesis of replies to the questionnaires (appendix 1.1.) which had been circulated in advance. After the election of a stirring Committee composed of six participants and the organisers, the end of the morning session was devoted to the case study on Kenya (appendix 1.2.1.) introduced by Mr J.J. MUSUNDI, General Manager of KNFC (Kenya National Federation of Co-operatives).

During the afternoon session Case studies on Nigeria and Senegal were introduced by Chief BABATOLA, President of the Cooperative Federation of Nigeria (appendix 1.2.2.) and Mr Momar SECK, Director of Cooperation at ONCAD (National Office for Cooperatives and Assistance to Development) (appendix 1.2.3.) respectively. The three papers gave rise to several questions from the audience to the speakers.

Tuesday March 27th. Chairman : M. SMD GABISI (Sierra Leone)

The second day was fully devoted to working in discussion groups. The participants were divided into three groups : one francophone, one bilingual (english and french) and one anglophone. Each group elected their chairman and Rapporteur and undertook the discussion drawing from the guidelines (appendix 1.3.). The group reports are attached as appendix (1.4.1./1.4.2./1.4.3.).

Wednesday March 28th (morning). Chairman Pierre Dominique COCO (Panafrican Center for Cooperative Training)

After each rapporteur had introduced the work of his group, Mr D. GENTIL, proposed a provisional synthesis so as to initiate the discussion in plenary on the five main issues (constitution, activities, structure, relations with the State, how to face the difficulties experienced). From the very lively debate which followed emerged a strong convergence of opinion among the participants though they might be formulated differently or refer to uneven situations.

The synthesis of the working groups and of the general discussion was prepared by A.M.K. BOJANG (The Gambia). His report was proposed to the participants on the following day and approved unanimously (appendix 1.5.).

PROVISIONAL REGIONAL COUNCIL  
OF THE ICA REGIONAL OFFICE FOR WESTERN AFRICA  
28 TO 30 MARCH 1979

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Wednesday March 28 (afternoon session). Chairman : P.D. COCO  
(Panafrican Centre for Cooperative Training)

After recalling the main objectives as outlined in March 1978 in Abidjan, after an introduction to the programme and a general discussion on working methods the assembly decide a pause in their work.

Tuesday March 29. Chairman : Emmanuel ADJOBI (Ivory Coast)

The working groups resume work in view of presenting concrete proposals on the future programme for the Regional Office.

The reports from the various rapporteurs as well as the discussion in plenary revealed a broad convergence among the participants as to the main priorities and projects to be undertaken.

A synthesis of the programme (work in groups and plenary discussion) was prepared by a drafting committee composed of the three rapporteurs, assisted by Mr Cheik TIDIANE SY (ENEA - Dakar).

During the afternoon session, the Director of the ICA, Dr S.K. SAXENA gave the participants fully detailed information on the functioning of the ICA and of its Regional Offices. Dr SAXENA emphasized that this information had to be considered essentially as a basis for reflection, and that specific answered had to be worked out for the Regional Office for West Africa..

A wide ranging discussion then took place about the Regional Council (membership, duration of mandate, frequency of meetings) about the Executive Committee (membership, duration, competence), about the methods for recruiting a Director for the Regional Office, about the budget and a scale for the subscription from the different countries.

Friday March 30th (morning session). Chairman : Mr RAMOS (Cape-Verde).

The Provisional Regional Council of the Regional Office for West Africa met formally and took the following decisions :

.../...

Regional Council. During a transitory period, that is until 1984, the Regional Council shall be constituted by two representatives from each country : one from the cooperative movement, one from the Government. Later on, in compliance with ICA status as an NGO, it shall be constituted by representatives from the Cooperative Movements only. It shall meet once a year, according to the possibilities, and shall be called together into special sessions if required.

Executive Committee. The first Executive Committee just elected shall remain in office for two years. Its composition was as follows :

Chairman : Chief BABATOLA, President of the Cooperative Federation of Nigeria  
Vice-Chairmanship : Ivory Coast and Cap Verde  
Members : The Gambia, Guinea, Liberia, Mali, Niger, Togo.

Each country shall indicate the name of its representative within a month.

The principle of a rotation of membership was agreed upon.

Director of the Regional Office. The Director of the Regional Office, who shall have the responsibility to implement the decisions of the Provisional Regional Council and of its Executive Committee shall be formally engaged by the ICA Headquarters and shall receive his salary. Nevertheless applications shall be submitted by the Executive Committee on the basis of proposals introduced by each individual country.

During the transitory period until the Regional Director is nominated the Council requested that Ivory Coast shall nominate a representative in order to see to the practical arrangements for accommodating the Regional Office.

Programmes. The Provisional Regional Council approved the recommendations put forward by the rapporteurs drafting committee (Appendix 2.1.) and decided on the following lines of action :

- a) An evaluation in depth of the cooperative movements and then constitution of a data bank on the cooperative background of each country shall be undertaken. The project was considered as a prerequisite to any wide-ranging action. The drawing up of the project, after consulting the Regional Executive Committee, and the search for financial support shall be conducted by the ICA as a transitory measure.

.../...

- b) Education and training. A high degree of priority shall be placed on trainers' training, cooperative managers' training and on the training of the Board members and leaders of the Cooperative Unions and apex organisations. Nevertheless, it shall be possible to give support to certain national training programmes as the needs had already been identified.
- c) Exchanges of experiences shall be organised (bulletin, seminars, study visits).

Financing. At its starting stage the Regional Office shall be financed as follows :

- from external sources for implementing its programme,
- from Ivory Coast (premises and other facilities) and from the I.C.A. (Regional Director's salary, etc...),
- from the subscriptions of its members (administrative costs).

At initial stage the Provisional Regional Council decided on the principle that each country shall pay an initial subscription of an even amount 312.500 CFA (about 715 £), providing minimum resources amounting to 5.000.000 CFA.

The Provisional Regional Council decided that the Regional Executive Committee shall later on prepare a detailed budget and shall work out a subscription scale based on the cooperative membership on the turnover or any other criteria.

The Provisional Regional Council closed its session after having heard addresses from Dr SAXENA, Chief BABATOLA, Chairman of the Provisional Regional Council and of the Regional Executive Committee, and from Chief AKINYEMI who represented the Supreme Chief of Ibadan.

Saturday March 31rst.

At the Chambre d'Agriculture of Ivory Coast, in Abidjan was held the session for the formal opening of the Regional Office under the chairmanship of the Ministry of Agriculture of Ivory Coast Mr D. BRA KANON, the President of the ICA Mr R. KERINEC being present as well as its Director, Dr S.K. SAXENA, the President of the Chambre d'Agriculture, Mr OKA NIANGOIN, with observers from the Ambassies and from the International Organisations.

After a welcome address introducing Mr KERINEC by the President of the Chambre d'Agriculture, Mr OKA NIANGOIN, the President KERINEC delivered an important speech (appendix 2.2.) dealing with the fundamental problems of the african cooperative

.../...



movements and namely as regards their relations with the Government, their authenticity the specificity of the cooperative approaches in Africa and their role in the national and international development. The Chief BABATOLA, Chairman of the Provisional Regional Council commented upon the outcome of the Seminar and Council Meetings just held in Ibadan. The closing speech was delivered by the Minister of Agriculture Mr Denis BRA-KANON. After describing the scope of the cooperative movement in the rural development of Ivory Coast, he expressed his satisfaction with the choice of Abidjan for locating the Regional Office, emphasizing the importance which the Office should have in the development of the african cooperative movements, and he wished its activities full success.

In the afternoon took place a visit to Bingerville (close to Abidjan) for a first glance at the premises allocated to the new Regional Office.

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IBADAN Seminar - March 1979

A SYNTHESIS OF REPLIES  
TO ICA QUESTIONNAIRE ON CO-OPERATIVE UNIONS

The questionnaire circulated to potential participants in the Seminar had a double objective :

- 1) *to encourage preliminary reflection by participants on the problems of cooperative unions ;*
- 2) *to gather a basic information showing the main issues which should be discussed during the Seminar.*

Judging from replies in hand , both these objectives have been reached. Nevertheless, when reading this document, one should be careful not to look for an in depth study on the position of Cooperative Unions in West-Africa. Such a study would require a much more detailed inquiry.

More specifically, one should bear in mind that :

- *several countries have not replied*
- *some of the replies do not go into much detail*
- *most of the replies were prepared by Government Officials or, better, by the top leaders of the Unions.*
- *finally, the actual views of the individual members could not be reflected through filling in this type of a questionnaire.*

.../...

The following comments constitute a first approach, an interesting though a limited one.

I - GEOGRAPHICAL SPREAD OF THE ANSWERS

1 - 15 replies were received before March 1st. They can be listed as follows.

BENIN

- Service de l'Action Coopérative au Ministère du Développement Rural et de l'Action Coopérative.

IVORY COAST

- Office National de Promotion Rurale (Ministère de l'Agriculture).

GHANA

- Ghana Cooperative Credit Union Association

UPPER VOLTA

- Comité de Coordination du Développement Rural. Ministère du Développement Rural.

- Service de Gestion du Développement Rural. Ministère du Développement Rural.

MALI

- Direction Nationale de la Coopération. Ministère du Développement Rural.

MAURITANIA

- Président Groupement Précoopératif.

- Division Coopération. Ministère du Développement Rural.

NIGERIA

- Cooperative Federation of Nigeria.

- Cooperative Department (Federal Ministry of Trade).

- Federal Cooperative College Ibadan.

- Federal Cooperative College Awgu-Enugu.

SENEGAL

- Direction de la Coopération. ONCAD. Ministère du Développement Rural.

SIERRA LEONE

- Department of Cooperatives.

TOGO

- Ministère du Développement Rural.

The following countries had not sent in their replies prior to March 1st 1979 : Cape Verde, The Gambia, Guinea, Guinea Bissau, Liberia, Niger.

- 2 - 10 out of 16 countries have replied = 63 %
- 3 - Among those who answered, 9 out of 10 already had experience of Cooperative Unions  
Mauritania was the only exception.
- 4 - Out of 15 replies, only 3 were prepared by a cooperative organisation, that is 20 %. The other 80 % came from either governmental or paragovernmental sources. The sample is not exactly representative. Nevertheless such percentages seem to illustrate the present link between state and Cooperative movements, where the role of the Governments remains fundamental.
- 5 - Out of 15 replies,
  - . 3 are little elaborated (simple filling in of the questionnaire or less than 3 pages) 20 %
  - . 6 are more elaborated but with few details (3 to 5 pages) 40 %
  - . 6 are detailed ones, (more than 5 pages) 40 %.

II - HISTORICAL BACKGROUND -

- 21 - It is sometimes difficult to decide who actually had the initiative in the creation of cooperative unions, as responsibilities often appeared to be shared. Nevertheless, in most cases, the State has had a prominent role, even if its initiative had soon met with the approval of the cooperators. In certain cases, one should note foreign influences : such as Christian Missions, in the field of thrift and Credit, or Societies for technical assistance. External financing (Switzerland, Germany, Netherlands) have also widely contributed to developing Unions in some countries.

.../...

But there exist ventures fully initiated by the cooperators themselves (Ivory Coast) or which were launched by the cooperators at a second stage, when the first Unions promoted at the initiative of the State had demonstrated their capacity (Nigeria).

- 22 - If Nigeria appears to have a particularly long experience (the first Union is said to date from 1907) nearly all countries show a much shorter history, since the first ventures were started in most cases during the first days of their independence.

Cooperatives do not always follow the route towards expansion and consolidation (as was the case of thrift and credit cooperatives in Ghana and of the main Unions in Nigeria), they rather embarked on long and sinuous itineraries (as is observed with Senegal where the National Union was created in 1978) or even experienced drawbacks with the Unions fading or crumbling away (Upper-Volta, Ivory Coast, Togo, Sierra Leone).

- 23 - Such difficulties came mainly out of the weakness of the primary societies, for lack of training of the members, for lack of qualification or of integrity of the staff and leaders, for want of financial means, or lack of support on behalf of the Government, or, even because of the hostility of the economic environment.

### III - PRESENT ACTIVITY OF THE UNIONS -

- 31 - The Unions have widely penetrated in most sectors of economic activity.

Yet the most often quoted sector is thrift and credit (7 countries out of 9) then comes marketing (4 countries) and consumption (4 countries).

But Unions can also be found in the field of : transportation, building, handicraft, fisheries, gardening and processing.

- 32 - The main concrete functions of the Unions are to secure economies of scale (for instance by organising central buying, warehousing, joint ordering of agricultural inputs, managing pools of lorries ...).

The Unions also have a representative and negotiating role to play on behalf of the primaries.

Moreover, certain Unions even bear the responsibility of cooperative education, centralised accountability and supervision, for their members.

#### IV - STRUCTURES OF THE UNIONS -

- 41 - The level of the Unions varies largely according to the countries. There can be regional unions only, or, at the same time regional and national unions, either a single one or several specialised ones for the various sectors of economic activity. In Senegal, there even exists a four tier structure (district, area, region, nation). The replies do not provide evidence of solutions being more adequate than others.
- 42 - Judging from the questionnaire, the relations between the primaries and the Unions do not seem to generate problems. Rules and standing orders provide for all situations. The leaders are elected democratically by an assembly of delegates from the primary societies. The actual situation is probably less ideal, and it might be that conflicts arise between the two levels. It would have been interesting to hear of the socio-economic status of the Unions' leaders, and the rotation rhythm in these functions, in order to know whether there could exist a certain degree of plurality of office holding with the rural traditional notables, not representative of the cooperators at the basis.
- 43 - Financing the Unions often causes difficulties. Finance is secured through different means : subscriptions from the primaries, income from economic activities, borrowing under normal or preferential conditions from co-operative banks, state banks, development banks, or foreign sources, and subsidies from the government or external assistance.
- 44 - The role of the Government, vis-à-vis the Unions varies from one country to another. It seems to be very important in most of the francophone countries (with the exception of Ivory Coast) and much less important in Nigeria, Ghana, Sierra Leone, where its rôle appears principally to be one of support and supervision. It must be noted that the Government often seconds civil servants as the managers of the Unions (Upper-Volta and Togo) or may place certain civil servants on some technical positions, or to be represented on the board. When reading the questionnaires it was often difficult to distinguish between the procedures indicating a mere support from the Government, or, on the contrary, a right of close oversight or a thorough control inhibiting initiatives from the members. This is an important issue which will be discussed during the seminar.

## V - ADVANTAGES OF THE UNIONS -

The main advantages of the Unions appears very clearly to be of an economic and financial character. They result from economies of scale and from the benefit of pooling all available means.

Next come external representation and increased bargaining position. Other advantages are quoted such as making cooperative education more easy to manage, and being a good instrument for promoting primary cooperatives at the base.

## VI - MAIN DIFFICULTIES EXPERIENCED -

61 - The Unions are faced with many difficulties, most of them of an internal character. Those which are most often quoted are the following by order of frequency :

- *lack of knowledge, inadequacy of qualification, illiteracy, among the members, which make it difficult for cooperative democracy to work.*
- *incompetence of the leaders.*
- *bad management, and dishonesty*
- *financial problems (lack of capital and working funds), lack of resources for securing proper control and training.*

Next come organisational questions, namely the weakness of the societies (too small and too many) and insufficient coordination between the primaries and the Unions.

Finally and according to the questionnaires, the last internal difficulty would lie in state intervention which is considered as too strong (Senegal) or too weak (Ivory Coast) or as giving the Unions their autonomy too quickly.

62 - The main external difficulties lie with :

- *pricing system,*
- *absence of agricultural credit,*
- *overlapping of development Agencies activities,*
- *lack of interest at Government level for the promotion of cooperatives.*

.../...

- *inadequacy of the State owned supplying and marketing system.*
- *international competition and air-transportation arrangement.*
- *lack of basic infrastructure.*
- *fundamental interventions from the State (for instance restriction on import and export activities).*
- *competition from the middle men and the traders.*

VII - SUPPORT REQUESTED FROM THE ICA -

Practically all replies have retained the suggestions from the questionnaire and the priorities were well balanced between the various forms of support. Yet if none of these forms were neglected it is still possible to establish an order in the priorities, as follows :

- *Education*
- *Management*
- *Technical assistance*
- *Financing*
- *Trading outlets*
- *Exchange of experiences*
- *Research.*

As a provisional conclusion it appears that the theme of the Cooperative Unions constitutes an important issue, clearly considered as such by the participants. The Unions bring about obvious advantages like economies of scale, and improved bargaining power vis-à-vis external reality, which makes them an indispensable tool in the development of an authentic cooperative movement. But the Unions are faced with numerous difficulties both internally and externally, and several have collapsed during the last twenty years. If Nigeria is obviously the country where the oldest and more diversified experiment can be observed, one should note that the Unions are little developed in the francophone countries, where the main impression is that of too important a role being played by the state development structures and of the necessity progressively to achieve a transfer of activities and powers in favour of the cooperative Unions.

The seminar should aim at defining a precise strategy in order to develop Unions and at identifying concrete means to find solutions to the various difficulties underlined in the questionnaire.



THE ROLE OF KENYA NATIONAL FEDERATION OF CO-OPERATIVES LTD

During the proposed seminar on the role of  
co-operative organisations in West Africa to  
be held from March 1979 at Ibadan  
University in the Republic of Nigeria

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BY J.J. MUSUNDI, General Manager  
Kenya National Federation of Co-operatives Limited

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INTRODUCTION

It is the policy of the Kenya Government that the Co-operative Movement should be given every support in order to be strong and self-supporting as outlined in Sessional Papers Nos. 8 & 10 of 1970 and 1975 respectively on Co-operative Development Policy which state I quote "there is no doubt that a strong Co-operative Movement would maximize the income of Kenya peasant farmers by, on the one hand performing essential functions of processing and distribution on a larger and more efficient scale than would be possible for the individual grower, and on the other hand giving him a share in the profits associated with these operations rather than letting them accrue entirely to private middle man" I quote.

## HISTORIAL BACKGROUND

The history of the Co-operative Movement in Kenya goes back to the turn of this century, when the first co-operative society was founded in 1908 by then European Settlers. It was however, not until 1932 when the first Co-operative Societies Ordinance was promulgated by the colonial government and consequent to which, the present countrywide co-operative organisations well known in Kenya were registered. In 1945 another Co-operative Societies Ordinance was published which made it possible for the establishment of co-operatives in African Land units. A number of those early societies which were founded thereafter fell by the way side. However, many co-operative societies were developed soon after Kenya became independent in 1963, and owing to the prevalent malpractices and mismanagement of many co-operatives, the government promulgated the Co-operative Societies Act of 1966. The act gave the Commissioner for Co-operative Development more controlling powers on the affairs of co-operative societies. The act requires co-operatives to submit annual budgets to the Commissioner for his approval.

They are also required to submit monthly Trial Balances to the Commissioner or his representative who is empowered to countersign the cheques of co-operative societies. The Commissioner also directs the auditing of societies' books of account and supervision of societies. In fact the Act gives the Commissioner for Co-operative Development a great deal of powers in controlling the operations of co-operative societies. There is also provision in the Act for exemption of well managed co-operatives from certain or all provisions of the Act.

At the moment Kenya has over 2,500 registered societies with nearly one million members. The co-operatives which are very varied consist of marketing, farms purchase, fisheries, consumers' housing and savings and credit co-operatives.

## STRUCTURE OF CO-OPERATIVE IN KENYA

The structure of the Co-operative Movement in Kenya conforms to the traditional pattern of co-operation as it exists in many parts of the world, with primary co-operative societies at the grassroots and these form district or commodity co-operative unions which handle various types of agricultural crops for marketing as well as providing certain essential services to member societies and a Federation as an Apex Co-operative Organisation at the national level. It should be noted however, that each of these groups is autonomous in performing its functions although they are affiliated to an apex body.

Owing to a very unique set up of the farming industry in Kenya which was created during the colonial era, there exist the tertiary bodies referred to as countrywide co-operative framework. Some of these organisations have dual registration in that, they were registered under both the Co-operative Societies and Companies Acts.

The Kenya National Federation of Co-operatives was founded by co-operative unions and countrywide co-operative organisations and registered in 1964, as a result of an expressed need which was felt for a co-ordinating co-operative body for the co-operative societies in the country. It is only registered under the Co-operative Societies Act, unlike other countrywide co-operatives.

#### THE ROLE OF KNFC

The KNFC which is the apex organisation unites all registered co-operative societies in the country and promotes the prosperity of its member bodies in accordance with co-operative principles and practices for their common good. It acts as the mouthpiece of the country's co-operative movement on matters pertaining to co-operation and the development of the co-operative movement.

KNFC promotes new co-operative bodies, for instance it was an instrument to the formation of the Co-operative Bank of Kenya which has become an important financing institution to co-operative societies and co-operative members.

It played an important role in promotion of co-operative savings and credit societies which have become a very important financial force in the urban areas as well as the rural areas amongst the salaried workers. In 1973 a national union for savings and credit societies was established to cater for the promotion and other services of savings and credit co-operatives. The national body is the Kenya Union of Savings and Credit Co-operatives (KUSCCO).

The KNFC advises the Minister responsible for Co-operative Development on co-operative legislation and its member bodies on legal matters. The ultimate objective of the KNFC is to safeguard and promote the co-operative interests by improving the efficiency of its affiliated members. The KNFC represents the country's co-operative movement internationally on the International Co-operative Alliance and also liaise with co-operative organisations of other countries.

#### FUNCTIONS AND SERVICE

As the apex organisation of the country's co-operative movement the KNFC has been able to perform certain functions, made available resources and rendered services which would otherwise exceed the normal capacity of a small co-operative organisation and, to ensure the utilization of available resources.

Originally the KNFC was established as an advisory body to the Ministry responsible for Co-operative Development, and its member organisations on matters pertaining to co-operative legislation. While this concept still remains an important function of the KNFC, you will be interested to know that the Federation has since been able to diversify its functions and expanded its operations with the view of making it self-reliant without depending heavily on member organisations for annual subscriptions.

The Federation prints standardised accounting forms and supplies stationery and office equipment to co-operative bodies. As the accounting forms are standardised, it has been possible to co-operatives to obtain them from the KNFC at competitive prices. Co-operatives which purchase their stationery from the KNFC have exercised some economies of scale quite substantially. The sale of printed stationery is the main sources of income for the Federation and it is hoped to expand in this direction.

#### EDUCATION AND PUBLICITY

The KNFC concerns itself with co-operative education and training for the staff and members of co-operative societies. It collaborates with the Ministry of Co-operative Development and Co-operative College as far as co-operative education and training is concerned. The KNFC provides information and education to members of co-operative societies through the services of Co-operative Education and Publicity Officers (CEPOs) who are employed by Co-operative Unions. The CEPOs carry out member education in their respective areas with the assistance of the Education Teams of the Ministry of Co-operative Development.

The Federation organizes seminars for women co-operators in order to enlighten and involve more women in co-operative activities, it has since 1971 been very much involved in organizing training seminars for women co-operators and women co-operative employees of societies. This effort has achieved very remarkable results for now, women hold important positions in their own societies as leaders and others have created economic activities which occupy them. It also conducts seminars and courses from time to time for the trainers mainly CEPOs. For instance two years ago in collaboration with Coady International Institute the KNFC organized a two week seminar for Co-operative Education and Publicity Officers at the Co-operative College of Kenya. The I.C.A. Regional Office for East and Central Africa has been of great assistance to us in this respect and we are grateful to the ICA for its helping hand in our efforts.

Another aspect of importance which the KNFC concerns itself with is publicity on co-operative matters. It provides such information through its official organ, Mshiriki wa Kenya which is published quarterly and is circulated to all committee members of co-operative societies, the staff of the movement and department. In addition, it provides information on co-operative activities to members and the general public on a regular weekly radio programme relayed every Sunday on the Voice of Kenya. The programme is popularly

known as Mshiriki na Ushirika (Co-operator and Co-operation). The programme features on the Voice of Kenya Swahili programmes at half past seven every Sunday evening and at eight o'clock on Wednesday mornings.

#### INSURANCE SERVICES

The KNFC has centralised insurance services against risks of property and personnel of the Co-operative Movement since 1972. The Federation acts as an agent of the insurance company on commission basis. In this respect co-operatives have been able to realise savings on premium rates in view of the centralised arrangements. The long term view was for the KNFC in conjunction with other co-operative bodies to establish a co-operative insurance society for the movement. In fact a co-operative insurance company has been registered under the Insurance Companies Act. The company is wholly owned by the KNFC, countrywide co-operatives and co-operative unions. The new company will start underwriting insurance business as a fully -fledged insurance company sometime next year. In the meantime it will operate as an agent of the principal insurance company.

#### AUDIT SERVICES

The KNFC has established a department which is responsible for auditing and supervising books of account of its member bodies.

Of course, the Commissioner for Co-operative Development is responsible under the law to appoint auditors and KNFC is treated like any other private firm of auditors when it comes to appointment. It is the plan of KNFC to eventually take over audits which are currently being done by professional private firms. At the moment the Federation compliments the efforts of the Ministry of Co-operative Development. Naturally, KNFC charges member organizations for this service.

While at the moment the service is provided from Nairobi, it is the plan of KNFC to gradually establish branches on provincial basis in order to bring the service nearer to the users.

#### FARM INPUT SUPPLY SERVICE

As co-operatives and members of Co-operative Societies use large quantities of agricultural requisites, it became necessary for the KNFC to get involved in the distribution of farm inputs, mainly fertilizers chemicals and processing materials. The KNFC faced many problems in carrying out this service due to the fact that it entered into the venture without sufficient capital and secondly there was very steep competition from the traditional distributors of these commodities. However, with the participation of KNFC as a distributor of farm inputs, the prices of these commodities have been stabilized than hitherto.

KNFC has also recently been involved in the export of handicraft products which are produced by handicraft societies. The main market has been Oxfam of the United Kingdom which continues to buy our products.

This service will not be continued under the aegis of the KNFC owing to the impending establishment of a national union of handicrafts.

#### PROBLEMS

The major problem which confronted the KNFC from its inception, was the lack of financial and manpower resources. For a long time the organisation was manned by a handful of staff and also operated on very meagre financial resources.

Consequent to these problems the Federation could not make a significant impact on the development of the co-operative movement in the country. However, alive to these problems it became apparent that the organisation had to emerge from the mere advisory status and to diversify its functions by taking on additional activities of commercial nature as referred to earlier. As a result of this development, it became possible to ensure a regular income which enabled the Federation to recruit more staff.

The other problem is that of loyalty of member organisations which sometimes do not patronize the services of KNFC by placing orders with it. To cite the recent problem with the marketing of fertilizers which had been bought for distribution to co-operatives and most of them failed to purchase the inputs.

An aspect which is of concern to co-operative movement is that of relationship between elected committee members and the technical staff who are charged with carrying out the day to day duties of co-operatives. Sometimes, committee members do not heed the advice of managerial staff and this has led to misunderstanding within the co-operatives resulting in poor management of co-operatives. The management staff at least to have a free hand in executing their duties without the interference of committee members.

Many employees in the co-operative movement feel that they are not secure in their jobs and very often such feelings affects the performance of the staff, especially when a member of staff is told by a member of committee that he would sack him without any regard to management procedures.

.../...

## MEMBERSHIP

The membership of the KNFC is open to co-operative unions, countrywide co-operative organisations and primary societies from areas where no co-operative unions have been established. Currently membership consist of six countrywide organisations namely, the Co-operative Bank of Kenya, Horticultural Co-operative Union, Kenya Co-operative Creameries, Kenya Farmers' Association, Kenya Planters' Co-operative Union and Kenya Union of Savings and Credit Co-operatives. There are thirty four co-operative unions and ten primary co-operative societies. Most of the societies are in the settlement areas.

## FINANCE

The KNFC derives its fund from the following sources :

- (a) Affiliation fee of shs. 200/- payable at the time of joining the Federation by new member bodies. This fee is paid once only.
- (b) Annual subscription based on turnover of each member organisation. Although calculated at the rate of twenty cents for every Shs. 100/- of turnover payable by co-operative societies and unions with maximum contribution of Shs. 3000/- and Shs. 6000/- respectively and Shs. 10,000/- by countrywide organisations.
- (c) Proceeds from sale of stationery and office equipment and sale of farm inputs.
- (d) Commission from Insurance Agency.
- (e) Audit fees charged for auditing books of account.
- (f) Loans and overdrafts from the Co-operative Bank.
- (g) Grants and donations from Government and other Co-operative Bodies like the International Co-operative Alliance.

The main sources of income being the sale of printed works and stationery and insurance commission. Audit service increasingly continues to be another important source of income. Annual subscriptions are normally not forthcoming, particularly from the weaker member organizations.

## ORGANISATION

The supreme authority of the Federation is the General Meeting which elects a Central Committee at the Annual General Meeting. Until recently, the Central Committee consisted of 18 members who represented co-operatives in their respective provinces and one representative from each of the countrywide organizations.

.../...

Hitherto, the KNFC operated seven sections which consisted of the Secretariat, Education and Information, Audit, Insurance, Printing Press, Merchandise and Planning. However, due to the recent development it became necessary to amalgamate some of the operations and also to reduce the sections by suspending two sections with a view of re-organizing them as and when necessary funds become available.

#### CO-OPERATIVE HOUSE

The KNFC and Co-operative Bank of Kenya formed a joint venture known as Co-operative House Limited which is a private limited company with the Co-operative Bank owning 51 % and KNFC 49 % of the equity. The company is constructing a Co-operative House which will be the headquarters of the Co-operative Movement when completed. The venture will cost between Shs. 65 and Shs. 70 million to complete.

Other co-operatives have been invited to participate in the equity of the company.

#### FUTURE PLANS

Member organisations having expressed the need of developing and expanding the KNFC, by taking on more responsibilities, it was decided to embark on an ambitious five years plan which stipulated to accomplish the following activities :

- (a) Legal services including consultancy whereby the KNFC would provide legal counselling to its member bodies.
- (b) Consultancy in business, by advising co-operatives as to the best way of investing their surplus resources for the benefit of members.
- (c) Export promotion of products which are produced by co-operatives especially handicrafts and coffee.
- (d) Industrial processing - The KNFC has already given guidance to co-operatives to participate in an industrial undertaking which processes stock feeds at Thika.
- (e) Encourage and promote formation of housing and consumers co-operatives as well as producers (industrial) workers co-operatives.



The 1974/78 Development was accomplished and 1978/83 Development Plan has been drafted.

Ladies and gentlemen, it will be seen from the foregoing statement, that KNFC as an apex co-operative organisation for the country's co-operative movement has an important role to play in the development of the co-operative movement and hence the social and economic development of the country.

Thank you.

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## COOPERATIVE UNIONS IN NIGERIA

### A CASE STUDY

By Chief Joel Ehinafe BABATOLA ; PRESIDENT of the Cooperative Federation  
of Nigeria

#### I. HISTORICAL BACKGROUND

##### Initiators of Co-operatives in Nigeria:

The Co-operative Produce Marketing Unions of Nigeria of today derived their origin from the initiatives of the Cocoa growers of Agege who organised themselves in 1907 into the Agege Planters' Union with the objectives of providing credit facilities to their members; spreading the knowledge calculated to improve the quality of cocoa; and influencing government to construct and improve the road transport system to enable produce to be more easily transported from the farms to the buying stations.

The origin of the Co-operative Thrift and Credit Unions as well as that of the Consumer Co-operatives is however different from those of the Produce Co-operatives. It was the Government of Nigeria that proposed and implemented comprehensive co-operative objectives which embraced the Agege, Abeokuta, Ibadan and Ondo Produce Marketing Co-operatives as well as their 'urban and rural thrift, of co-operative building, . . . the preservation and expansion of handicrafts, . . . extension of education . . ." Thus when the Co-operative Societies' Ordinance, No.9 of 1935, was passed on December 3, 1935 the Nigerian Co-operatives became a special business enterprise conferred with special privileges.

##### Stages of Development

The law that gave recognition to the co-operatives and set out their modus operandi looked upon them as organisms that have to pass through various stages of growth during which time the government would have to play successive roles of controller, supervisor and adviser.

(a) The Stage of Tutelage

Because co-operative members were at the earliest stages (following the establishment of co-operative organisations under the law) largely illiterate, the government saw to it that its Co-operative Department maintained strict control in the handling of the affairs of co-operative bodies. The Ordinance virtually created an omnipotent co-operative Registrar who with his staff "must take the initiative and exercise control over the movement in a degree quite unsuitable to the conditions of an advanced and educated population." (Culled from Strickland Report, p.26) Thus when on February 6, 1936 Capt. E.F.G. Haig became the first Registrar for Co-operatives, the days of the embryonic co-operative societies of pre-ordinance days came to an end.

At first many co-operative societies recoiled from registration under the Ordinance which they regarded as being too stringent.

(b) The Stage of Diversification and Expansion with some Autonomy

The next stage of development came at the end of the First World War when attempts began to be made to introduce thrift and credit facilities in the existing cocoa produce societies. Thus during the 1947/48 cocoa season deposits for this produce rose to ₦9,578 from the paltry initial of ₦2,524. In Eastern and Northern Nigeria where produce marketing was until then little developed, experiments with credit co-operatives had been rigorously pursued so that by 1951 Calabar Province of Eastern Nigeria had developed 243 co-operative thrift and credit societies.

(c) The Period of Enlightenment and Increased Autonomy

The latest stage of development of Co-operatives in Nigeria came with the establishment of Co-operative Training Institutions culminating in the creation by State and Federal governments of Co-operative Colleges. The Co-operative College at Ibadan which has now been taken over from the Western State Government, has trained co-operative staff not only for the Co-operative Movement of Nigeria but also for those of Ghana, Sierra Leone and Gambia. During this same period co-operative apexes at State and national levels have emerged. Thus we now have 19 State Co-operative Unions under each of which single and other varieties of co-operative organisations thrive. The state Thrift and Credit Unions have for example formed themselves into a National body known as the NACCUN. Three Co-operative Banks exist on zonal basis, while all the National Apexes have since 1967 come under the canopy of the Co-operative Federation of Nigeria for purposes which include, inter alia, the raising of the level of general and technical knowledge of members and employees of all co-operative organisations; the improvement and development of social services

in the fields of housing, insurance and health; and the co-ordination of the policies and programmes of all co-operative societies in the Federation so as to enable them perform the role and attain the targets expected of them in the economic and cultural sectors of the Development Plans of the Government

This third stage of development has three major achievements so far:

(i) On the part of the Government, the Federal Government promulgated the Co-operative Development Decree NO.5 in February 1974 according to which a Co-operative Development Division was established in the Federal Ministry of Labour to co-ordinate inter-governmental and inter-state Co-operative activities and to formulate broad national economic policy for co-operative development and financing. It was also charged with the integration of co-operative policies into national development plans. It should disburse Federal Government and foreign assistance to the Nigerian Co-operative Movement. It was to be responsible for both the co-operative education and training at the national level and the organisation of national and international conferences and seminars on co-operative matters. The establishment of a National Advisory Council for Co-operative Development which it should handle is still being pursued.

(ii) In 1976 another Decree transferred the functions of the Co-operative Development Division from the Federal Ministry of Labour to the newly created Federal Ministry of Co-operatives and Supply. The functions of the Ministry now include registration and supervision of National Co-operative Societies.

(iii) Owing to persistent representations from the Co-operative Movement (particularly the Co-operative Federation of Nig.) with the support of the Conferences of Registrars of Co-operative Societies and Commissioners responsible for Co-operative affairs, a review of the existing Co-operative Laws and Policy was demanded. On 2nd August, 1977 a panel under the Chairmanship of Mr. J. T. Caxton-Ikoku was appointed by the Federal Military Government to carry out the review. The findings and recommendations of the panel has led to the issue of Government White Paper setting out "Government Views on the Report of the Review Panel on Co-operative Principles, Laws and Regulations in Nigeria".

Perhaps the most important recommendations made by the panel and accepted by the Government are those that relate to the grant of greater autonomy to the co-operative societies and the corresponding diminution in the powers of the co-operative registrars to control the affairs of societies and penalise erring co-operative society functionaries.

The White Paper is soon to be translated into Law.

## DIFFICULTIES EXPERIENCED

There have been many failures on the part of co-operative societies to fulfil the objectives for which they have been set up, because there are often failures in the processes of implementation. The areas of difficulty are organisation, staff and finance.

### Organisation Problems

It is often difficult to organise co-operative societies on firm and orthodox basis for a number of reasons.

In the first place many members of societies lack the basic education (they are even often mostly illiterate) to understand the rules of the game and to be able to participate meaningfully in the processes of decision making at meetings. There is often a proliferation of societies which are therefore largely unviable and ineffective. Besides, not often do we have a staff of adequate knowledge and experience to guide the illiterate member to overcome his shortcomings.

Problem of Staff: Until recently when the effect of the training offered to co-operative staff in the Co-operative Colleges and at the growing number of locally arranged seminars, many societies did not have adequate and/or well trained staff. Their meetings and the financial accounts of their work were complete failures with a few exceptions. Only National Apexes seemed to be capable of surmounting the problem of staff and some of the difficulties associated with it.

Problem of Finance: Most societies lack capital to prosecute their projects. The Thrift and Credit Societies contribute very inadequate shares or savings.

The problem is compounded by the display of dishonesty on the part of some co-operative staff - Managers and Secretaries - as well as a few co-operative members. Their fraudulent accounting and other financial malpractices have ruined many a society.

### Administrative Lapse on the part of Government:

Often the Permanent Secretary and the Minister or Commissioner in charge of Co-operative Affairs are ignorant on co-operative principles and policy and do not care to become enlightened on them. But for the pressures which the Co-operative Federation of Nigeria and the other National Apexes are now exerting on the Federal Government, co-operatives would have continued to suffer stagnation and very often loss in their industrial and commercial operations because the civil service is largely indifferent to its problems.

Even though a look at the 3rd Development Plan shows that the Government has started to give the Co-operative Movement a recognition that it could play an important role in the development of the economy, yet an examination of the implementation shows how in many of the States the governments have not done much to give co-operatives enough financial and/or technical aid to be able to develop.

To summarize, the major difficulties have been the following:

1. Failure of members to participate ~~meaningfully~~ at meetings - a factor of ignorance.
2. Proliferation of societies - Partly due to lack of Co-operative education and wrong desire for leadership.
3. Lack of adequate staff, i.e. inadequacy regarding number, education, etc - Supervision is weak or even lacking
4. Lack of integrity on the part of staff and leaders of co-operatives which results in loss of funds.
5. Lapse on the part of Government.

## 2. CURRENT ACTIVITIES OF UNIONS OF CO-OPERATIVES

The following are typical co-operative bodies and their 'functions'.

(A) Thrift and Credit Societies. These dominate the Co-operative landscape of the States of Eastern Nigeria and are fast becoming predominant in Bendel, Ondo, Lagos and Kwara States.

(B) Marketing Co-operatives exist throughout the Federation, each organisation dealing with the purchase of the produce of members and selling it for them. Assistance is given to members in form of cash credit and supply of agricultural inputs on credit.

(C) Banking. There are three well developed Co-operative Banks and others at different stages of establishment. Central Financing Societies (or Agencies) are being formed to make loans more easily available to co-operators.

(D) Artisanal and Handicraft Co-operatives exist in Oyo, Cross River and Imo States prominently.

(E) Housing Co-operatives are strong in Lagos State and are being introduced in Oyo State.

(F) Consumer Co-operatives have developed throughout the Federation rapidly since the last three years following the creation of the Federal Ministry of Co-operatives and Supply through whose operation scarce commodities are largely made available to the public via the co-operative consumer societies.

(G) Insurance - The Co-operative Federation of Nigeria has spearheaded the move to create a national co-operative insurance society which has been registered (in 1978). It is yet to start real operation, however.

(H) Transportation - The three States of Oyo, Ondo and Ogun jointly own a co-operative transport service which helps their produce marketing business to earn a bigger profit than otherwise.

(I) Exportation - The Association of Nigerian Co-operative Exporters serve the interest of co-operative societies in the States in particular.

(J) A Co-operative Printing Press owned by the same three States (vide H above) is based at Ibadan.

#### SECTORS OF ACTIVITIES AND FUNCTIONS PERFORMED

Many of the types of co-operatives exist as single tiers of co-operative endeavours, e.g. Co-operative Bank, Artisanal and Handicraft Co-operatives, Insurance and Transport. They are thus primaries at State or National levels (or at the level of joint States).

The other co-operatives function at three or four levels generally - locality or village or town (as society), Local Government Area (as Union), State level (as State Apex) and National level (as National Apex). Thus we have the Ado-Ekiti Ora Co-operative Investment and Credit Society which is an affiliate of Ekiti Ifetayo Co-operative Thrift and Credit Union, itself a member of Ondo State League of Credit Unions which in turn is a member of the NACCUN (the National Association of Co-operative Credit Unions of Nigeria).

At the local government (i.e. Union) level banks give loans to co-operatives which are guaranteed by certain of their committee members. The loans are then distributed among affiliate-applicants.

At State level, the State Co-operative League for, say, the credit co-operatives may receive grant or loan directly from the government or indirectly through the State Apex of all co-operative organisations within the State.

3. ORGANISATIONAL STRUCTURE

All the co-operative societies (excepting a few primaries) join to form Unions which in turn join to form the State Apex (sometimes referred to as Union or Federation). All the 19 State Apexes and the big non-fusing primaries join to establish the Co-operative Federation of Nigeria (C.F.N).

Sectors of Economic Activity involved in the co-operative merger:

1. Marketing, 2 Transportation, 3. Export Trade, 4. Insurance, 5. Banking, 6. Consumer Distributive Trade and 7. Thrift and Credit, etc.

Rules that govern the Relations between co-operative organisations:

The Co-operative Law (formerly Ordinance) and the bye-laws of individual co-operative societies/Unions/Federations set out the details of the relationship between one tier and the next.

Usually the societies send representatives to the Unions as set down in the bye-law of the Union which receives shares or savings from its members (the societies) for the purposes prescribed under its bye-laws. In return the Union gives loans to societies that are its members. In the case of consumer societies, they receive goods from the State League for retail to members at Local Government level.

Leaders are chosen at annual general elections conducted by members themselves but at which the staff of the Registrar for Co-operatives are present to advise on correct procedure where members for one reason or the other require such advice.

Unions are free to collect levies as laid down in their bye-laws which they can amend as the need arises. Development fees collected are used for the running costs of the Unions but government subsidy may come to assist the co-operative farmer or for the capital project of the consumer co-operative.

Government influence on the co-operative Unions is exercised mainly by the attendance of assistant registrars of co-operatives at their meetings. There



they give advice to members on the quality of staff to be employed, the reasonable stipend to pay them, and on the reasonableness or otherwise of proposals for granting loans or investing funds on proposed projects.

The Unions of Co-operatives and bodies like the 'free' licensed buying agents (of commodities like cocoa, cotton, etc.) and farmers unions (outside the co-operative movement) are regulated at State and National levels. At the national level the Government by policy defines the areas within which each sector should act (the co-operative versus the non-co-operative sector). At the State level the Government sets up a Division of a Ministry for the affairs of Co-operatives in order to make it possible to deal with them without confusing co-operative needs with those of, say, the farmers' unions.

#### Advantages Observed with the Development of Co-operative Unions

1. Increased Membership serving as a factor of strength (financially).

As more and more societies are formed and they join existing union/unions, the increase of membership continues to make the Union/Unions more viable and strong enough to achieve its/their objective(s).

2. Economic Advantages accrue to Co-operative Unions especially at the State level.

The numerical and financial strength of individual local government co-operative Unions add up to make the State Apex strong enough to undertake economic enterprises which individual persons or single societies would be incapable of handling.

3. Educational Facilities become easier to provide by and for the Unions.

It is easier to make an optimum use of the limited educational facilities of Government by the limited number of State or local government Unions than by the numerous societies operating <sup>individually</sup> throughout the towns and villages.

4. Improved Bargaining Position vis a vis the Government or international bodies.

The attainment of State Apex status or the status of National Apex has helped co-operative Unions to present a strong front at consultative meetings with the Government or international bodies. At the national apex there is available to the Movement a fund of human talent in form of educated and experienced co-operators who have much to offer as well as ability to understand the view points of the other party.

### MUTUAL SUPPORT IN THE EXISTING ORGANISATIONS.

Mutual support has started to be seen in the operations of existing co-operative organisations. Economically, the co-operative banks and the financing agencies are often the creation wholly or partly of the co-operative organisations already in existence, but the development financially of these organisations is a reciprocity of the banks and the financing agencies.

The Consumers are also the product of the financial investments of some co-operative societies which in turn reap benefits in terms of dividends and cheap purchases of scarce commodities from the consumer shops and their operations.

The Co-operative Federation of Nigeria which depends to some extent on the State and a few other National Apexes for its finances, is best suited to promote the development of all the sectors of co-operation throughout the country by recommendations for legislative and fiscal measures of the Federal Government and proposals for assistance at international conferences.

### 5. Difficulties, Shortcomings & Problems as Regards Co-operative Unions Development

Incidentally these have been dealt with under (1) i.e. Historical Background. But these may be repeated in a different manner here:

#### Major Internal Difficulties:

- 1.) The poliferation of co-operative societies at the primary and intermediate levels.
- 2.) The low average membership of societies, arising from (1) above and from frequent de-affiliation of member societies.
- 3.) Lack of trained personnel for many co-operative purposes in the social and economic fields;
- 4.) Ignorance on the part of members, and inadequate source for information (due largely to (3) above), and
- 5.) A weak capital base in respect of a majority of co-operatives of all grades, and

#### Major External Difficulties

- 1.) Excessive official control over the proposals and actions of co-operative societies. Most of the financial and economic proposals of co-operatives are delayed by government officials in charge of co-operative affairs;

they are otherwise often disapproved or subjected to mutilations that cause more frustration and inaction.

- 2.) Absence of sufficient banking institutions allowed to handle co-operative ventures. The creation of the Agricultural and Co-operative Bank by the Federal Military Government is only a step in the right direction for finding a solution to the problem.

6. SUPPORT FROM AN I.C.A. PROGRAMME FOR NIGERIAN CO-OPERATIVE UNIONS - A REQUEST

- 1) Trading Outlets: Nigerian Co-operatives in the farming and artisan groups need outlets to dispose of their valuable products which the home market has not been able to absorb wholly and for which it cannot yet pay handsomely.
- 2) Technical Support: The Insurance Industry, the Banking Enterprise and the enterprises of the multi-purpose (credit etc.) co-operatives requiring technological expertise are as yet little developed by the Co-operative Sector of the Nigerian economy. If the I.C.A. can conduct a probe into this area, it will find much to do for the Co-operatives of Nigeria.
- 3) Research: One of the cardinal proposals that the Co-operative Federation of Nigeria has on hand is the creation of a Bureau for Research at its Secretariat. To be able to do this, the C.F.N. requires expert staff to start the office and give the guidelines to be pursued in order to build a research 'institute' (as it were) to continue indefinitely to make available results and data which can be used to enhance the growth of the Movement.
- 4) Exchange of Experience: Leaders and the staff of Co-operative organisations in Nigeria need very much the experience and benefits to be derived from a programme of exchange of experience between them and leaders and staff of co-operatives in other lands. Visits and seminars arranged to satisfy this need should certainly constitute great contribution towards the development of co-operatives in the country.
- 5) Education and Training: Along with visits and seminars, the pursuit by the I.C.A. of co-operative education and training locally and abroad can be profitable to the co-operative movement in Nigeria.

- 6) Finance: The means to finance research, technical advancement as well as the education and training of staff will involve plenty of funds which the I.C.A. and the Government will need to augment. The I.C.A. can find international organisations that may be interested in the programmes of development of our co-operatives to finance reasonable educational or economic proposals of some of our Unions.
  
  - 7) Management: Nigerian co-operative Unions are fairly competent to manage their affairs (except where the role of experts are concerned) and so I should ask for help in a very restrictive manner in this regard.
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NATIONAL UNION OF AGRICULTURAL COOPERATIVES

OF SENEGAL

CASE STUDY BY MR MOMAR SECK

DIRECTOR OF CO-OPERATION AT ONCAD  
(NATIONAL OFFICE FOR CO-OPERATIVES  
AND ASSISTANCE TO DEVELOPMENT)  
MINISTRY OF RURAL DEVELOPMENT  
REPUBLIC OF SENEGAL

Ibadan, 26-31 March 1979



## I IN GENERAL

Decree 60.177 of 20 May 1960 incorporating the Statute on Agricultural Co-operatives stipulated in Article 4 that:

"Cooperatives may further form themselves into unions; these unions may carry out activities only on behalf of and for the benefit of member cooperatives and solely for the needs of the aforesaid cooperative societies."

In the ground-nut growing areas, found only in the regions of Thiès and Sine-Saloum, local and departmental unions were first formed in 1962 on the initiative of the authorities (cooperative) and with the consent of the cooperators concerned.

However, it was only in 1976 that cooperative unions were formed at all administrative levels.

Thus, 1978 saw the creation in Senegal of agricultural cooperative unions at regional level.

- local
- departmental
- regional
- finally, at the top of the pyramid, we find the National Union of Agricultural Cooperatives of Senegal, run by an Administrative Council of nine members headed by a Directorate composed of:
  - President
  - Vice-President
  - General Secretary
  - Treasurer

/...

## II ACHIEVEMENTS

These are not many to date since unions were only formed last year (1978).

However, one should note:

- Organisation of the purchase and training of oxen

We must remember that oxen form part of the agricultural programme (equipment, supplies and ox-drawn and horse-drawn agricultural machinery).

The oxen are resold on credit terms to the cooperator by the assistance agencies at the same time as the agricultural machinery.

Their purchase, which until then had been the responsibility of either ONCAD\*, which operated through purchasing commissions including notably members of CER (agriculture, stock-raising), or SODEVA\*\* in the ground-nut growing areas, was entrusted to cooperative unions during the course of 1978.

Financially, the result is rather encouraging since the balance sheet for the operation shows a net profit of Francs 27,548,950 for the cooperative unions. This profit is the difference between the purchasing price of the animals and the official resale price, taking into account costs of training and maintenance of the animals, etc.

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\* ONCAD (Office National de Coopération et d'Assistance pour le Développement)  
(National Bureau for Cooperation and Development Assistance)

\*\* SODEVA (Société de Développement et de Vulgarisation Agricole)  
(Organisation for Agricultural Extension and Development)

However, the financial aspect, although considerable, is not the most important.

The importance of the operation rests equally in the instilling into the peasant-cooperator of a sense of responsibility and leading him to assume full responsibility in the future with the hopeful fading out of the assistance agencies, notably ONCAD.

- Participation in the transport of products

The unions run a fleet of 112 10 tonne lorries. As the operation only began in the 1978/1979 season, no calculation can yet be made as to the profitability of the operation. This can only be done at the end of the season.

It should be noted, however, that this fleet is an addition to the national fleet and to that of ONCAD and consequently leads to more regular transport of products and therefore a reduction in the prolonged stocking of grain at the cooperative level which is the cause of spoilage.

A number of current achievements can be quoted such as an experiment to provide limited credit, although at present only in the region of Diourbel and in seven local cooperative unions. If it is able to generate the necessary funds, this operation should help to prevent the practice of usurious money-lending to which the peasant-cooperator finds himself subjected at times of certain family ceremonies or between harvests.



- Representation of cooperative organisations

The unions also represent cooperatives on bodies in which cooperatives have interests and whose representatives safeguard their interests.

This is the case of intervening bodies such as:

- SAED (Société d'Aménagement et d'Exploitation des Terres du Delta)  
(Organisation for the Development and Cultivation of Delta Lands)
- SODEVA
- SOMIVAC (Société de Mise en Valeur de la Casamance)  
(Organisation for Reclamation of the Casamance)
- ONCAD
- La Caisse de Stabilisation du Cours de l'Arachide  
(Fund for the Stabilisation of the Ground-nut Market)
- FMDR (Fonds Mutuel de Développement Rural)  
(Mutual Fund for Rural Development)
- Le Conseil Economique et Social  
(Economic and Social Council)

At the national level, the Directorate of the Union is received every two months by the Director General of ONCAD and by the Minister for Rural Development with whom they discuss the problems of the cooperative movement as a whole.

The unions, the National Union in particular, also enter into relations with international para-cooperative bodies, notably the International Cooperative Alliance (ICA). Lastly, study tours abroad, following invitations and grants offered by the Unions, Federations and para-cooperative bodies, allow members of the cooperative unions to broaden their horizons and to familiarise themselves with the work conditions, the organisation, and the management of cooperatives in the developed countries.

### III PROSPECTS

Cooperative unions have short, medium, and long-term prospects.

(a) Short and medium term

- Management for member ground-nut processing cooperatives

At the present time, twelve crushing units have been ordered which will be operational from next season; besides the interest that the certain profitability of these units presents financially, they will lighten the tasks of the peasant and, where immigrant seasonal workers were assigned to these tasks, produce a saving on seasonal man-power and therefore money, not to mention the improvement in the yield and the quality of the grain and the reduction in the crushing time, linked to the beginning at an opportune time of the campaign for recovery of money and marketing.

- Management of warehouses for consumer commodities

The unions plan to manage, for member cooperatives, warehouses for current consumer commodities and will consequently be able to buy in bulk and obtain import licences for certain products for resale to cooperators.

This policy will put an end to the effective monopoly of certain country traders, will standardise distribution circuits, and lastly will form an indispensable tool for the establishment in all the large cooperatives of a consumer service.

The regional union of Sine-Saloum operates six shops on its own account.

- Processing of raw products (cereals)

Unions are also hoping to create and manage processing infrastructures (agencies) for millet in particular in order to transform the purchased raw product (millet) into the finished product (flour and semolina).

The work carried out in this field by the Institute of Food Technology (IFT) should be considered as a valuable asset in implementing this project.

- Common utilisation of heavy agricultural machinery

In the regions of the Fleuve and the Casamance, rice-growing areas (heavy soil), the unions manage a fleet of agricultural machinery (tractors, seed-drills, harrow offsets, etc) which can be hired out.

- Investment

At the same time, as the unions realise profits from the operations mentioned above and through discounts from member cooperatives, they will use these financial means to invest capital in enterprises whose activities are linked with their own:

- SOCOSAC (Société de Fabrication et de Commercialisation de la Sacherie)  
(Organisation for Manufacture and Marketing of Sacks)
- SISCOMA (Société Industrielle de Commercialisation de Matériel Agricole)  
(Industrial Organisation for Marketing of Agricultural Products)
- SONACOS (Société Nationale de Commercialisation des Oléagineux du Sénégal)  
(National Organisation for Marketing of Oil Seeds in Senegal)

We would also mention the existence of another cooperative union:

- the Union of Fruit and Market-Gardening Cooperatives of Balantacounda (Casamance). This Union consists of five cooperatives with 232 members and a joint capital of Francs 250,000.

The Union has achieved during its three-year existence a turnover of 281 millions and this would have been close to 350 millions had it not been for the adverse effects of drought.

It should be said that, after each sale, 45% of the proceeds is handed over to the producers in proportion to their contribution.

The remainder, ie 55%, is held in a joint account to cover various management costs and, after settlement of these, the balance is transferred to the sinking-fund.

On 31.12.78 this fund had Francs 20,282,312. Because of high transport costs, the Union plans to buy a fleet of five 10 tonne lorries.

The total investment is valued at Francs 68,258,600 and is made up as follows:

19,151,910	contribution from the Union
49,106,690	short-term BNDS loan (5 years) with the endorsement of ONCAD

(b) Long term

The objective of Cooperative Unions and Federations should be, in view of the fading-out of assistance agencies, in particular ONCAD, to take over on behalf of cooperatives those functions which until now were entrusted to ONCAD, concerning aid and management and the safeguarding of all the interests of cooperatives.

This assuming of new responsibilities by cooperators for the most part, calls for the setting up of a coherent policy of regular training in the rural world, such as outlined below.

The direct participation of cooperators in initiatives aimed at the realisation of certain activities of common interest as well as their management, sets the scene for the natural and healthy development of the cooperative.

Cooperators will understand and seek this participation, and especially the personal and collective interest which it involves, only if they have been educated to do so, and trained to achieve it.

The promotion of other cooperative branches in Senegal, both in the rural and urban domaine, as well as the diversification and widening of activities of ground-nut cooperatives themselves, impose on ONCAD and especially on the Cooperative Department a continued and progressive intervention in the field of education of cooperators and the training of its present and future officers.

Unlike cooperative education, the training of various administrators and officers means the training of individuals in practical and technical subjects which they will be called on to apply and use in very specific operations with precise objectives.

Their training has therefore a practical aspect in a very precise and well-defined field and is intended for immediate application. Its quality and effectiveness are therefore quickly verified and corrections can often be made on the spot.

It goes without saying that the educational span of this training does not go beyond the number of persons involved in the courses, the remainder of the cooperators only obtaining a vague knowledge of its content which, through lack of application, rapidly diminishes.

On the contrary, the objective of cooperative education is not to limit itself to a restricted number, but to reach as many people as possible who are affected by the object of the enterprise. Its aim is not to train for specific tasks, but to open minds to certain subjects where activities are planned and to give cooperators certain knowledge. Once acquired, this knowledge will allow them to adopt active and conscious attitudes as well as reasoned decisions in their activities as in their daily living.

It is no exaggeration to claim that cooperative action cannot be successful without the identification of cooperators with its objectives, without their participation, and without confidence in their officers.

It is evident that cooperative education can neither be rapid, nor a passtime for personnel temporarily without work. On the contrary, in order to achieve success, this education must be prepared, regular, continual and progressive.

In fulfilling these conditions, education will make its mark on the cooperators concerned. It will accustom them, by its regularity, to participate personally in the pre-planned meetings, and by its progressive development adapted to their capacity for assimilation, to the intellectual effort required.

### OBJECTIVES

(1) To transform a group of farmers into an active and united cooperative association open to the opportunities that these associations offer.

(2) To carry out the regrouping of cooperatives after a period of intensive sensitisation and information.

(3) To organise the internal structure of each cooperative to allow for access to the various official positions, thus preparing their progressive take-over by cooperators.

(4) To perfect a marketing circuit which, whilst assuring the best possible conditions for the sale of products, is within the comprehension of cooperative officials and their capacity to take charge.

(5) To encourage the cooperatives progressively to diversify their activities (marketing, machinery, consumer, savings, transport, etc).

In these objectives, the role of cooperative unions will be:

- to participate in sensitisation, information and education procedures.

- to act as the basis for these procedures, since training will simultaneously be taken over by the unions.

The educational framework will consist of:

- Grassroots agents for cooperatives and their local union.

- Regional trainers for departmental and regional unions.

- National trainers of the Training Unit for the National Union.

SEMINAR ON THE COOPERATIVE UNIONS

IBADAN 26 - 28 MARCH 1979

OUTLINE FOR DISCUSSIONS ON CO-OPERATIVE UNIONS

1) Above all this text should be considered as an aid to discussion. Therefore, it is not essential to answer all questions nor to take them in order. You may also like to include other points which seem to be more pertinent. The main objective is to have a common framework for discussion.

2) The goal of the working groups should be to reach practical proposals, based on a comparison of experiences of various countries in West Africa.

I - ESTABLISHING CO-OPERATIVE UNIONS

- 11) What proposals can you make regarding the methods of establishing Co-operative Unions?
- 12) Is it necessary to wait until very strong primary co-operatives exist or can the Unions be rapidly established to form a nucleus which has as one of its goals the promotion of primary societies?
- 13) What can be the role of the State in establishing Co-operative Unions (acting as a catalyst, principal promoter, simply providing support or advice at the request of co-operatives, other roles ...)?
- 14) Can external assistance play a beneficial role? Give examples. Does it inhibit the development of Co-operative Unions?

II - ACTIVITIES OF UNIONS

- 21) In which sectors are Unions most useful or easiest to establish and in which sectors do they encounter difficulties?
- 22) Is it desirable to create Unions by transferring activities to them which were previously carried out by the State or parastatal organisations in charge of the promotion of co-operatives?
- 23) In which activities are economies of scale the most evident?

.../...



- 24) Should the Unions become responsible for the centralisation of the accounting and auditing of primary co-operatives?
- 25) Is it possible and desirable to make Co-operative Unions responsible for co-operative education?

### III - ORGANISATION OF CO-OPERATIVE UNIONS

- 31) Are there not risks if Unions exist at several levels (eg district, regional, national)? Is this desirable?

#### Relationship between primary co-operatives and Unions

- 32) Is there not a risk that the individuals connected with Unions are not representative of the co-operative members at the primary level? That those in charge lose sight of the problems of the members at the primary level? What is the social status of those in charge of Unions with respect to the co-operative members at the primary level? How often is each officer elected? If a problem does exist how could an attempt be made to solve this?
- 33) Have there been conflicts between Unions and primary co-operatives: eg a financial percentage taken by Unions which has been judged to be too high, poor quality of the services offered by Unions or co-operatives? Are they numerous? How can they be solved?
- 34) Do you have some practical suggestions for financing Unions?
- 35) Do you have suggestions as to the selection and control of managers and salaried personnel of co-operatives? In practice are they responsible to the Board of Directors or do they simply act as directors of private businesses?

### IV - RELATIONSHIP WITH THE STATE

- 41) By what methods can some activities be transferred from the State to the Unions?
- 42) What do you think of the following forms of State participation? Are they beneficial or dangerous? :

- . civil servants placed in managerial or technical positions in Unions
- . representatives of the State on Board of Directors of Unions
- . decisions made directly by the State in some areas
- . right of veto
- . assistance with training
- . subsidies
- . loans at low rates of interest
- . accounting control (auditing)
- . Advice, specify

#### V - DIFFICULTIES OF UNIONS

- 51) What measures do you suggest for improving the educational level of members?
- 52) What measures do you suggest for improving the performance of managers?
- 53) With regard to management problems, do you have suggestions for:
  - a) simplified accounting systems
  - b) both internal and external means of control
  - c) educational assistance making it possible to explain accounting to illiterate co-operative members?
- 54) In order to remedy the weaknesses of primary societies would the merger of primaries into larger co-operatives, with branches, ensure economic viability and strengthen the co-operatives without endangering democracy at the grass roots?
- 55) Can Unions deal with some of the external difficulties mentioned in the questionnaire? Or do they have sufficient power to put pressure on the State or other bodies? How?

#### VI - SUPPORT DESIRED FROM ICA

- 61) Can you formulate some practical proposals as to how the ICA could provide support to the Unions?

SEMINAR ON COOPERATIVE UNIONS

IBADAN 26 - 28 MARCH 1979

REFLECTION OF GROUP I

(francophone)

Chairman : Zakaria TRAORE  
Mali

Rapporteur : Emmanuel ADJOBI  
Ivory Coast

1. FORMATION OF THE UNIONS

- 1.1. The pattern for the formation of a Union should be devised from the base to the top. The Union, by definition, being a cooperative of cooperatives, it is self evident that it implies that viable, but not necessarily very strong, primary structures already exist.
- 1.2. It must be understood that it is not a question of looking for a rigid pattern ; not to take into account the specificities (multipurpose cooperatives, fishermen-cooperatives, thrift and credit, etc...) would lead to unavoidable failure.
- 1.3. In our developing countries it would be illusory to question the role of the State in question, the State acting simultaneously as the planner, the catalyser and the initiator.
- 1.4. As regards external aid, it will always be welcome, provided its scope and limits are clearly laid down.

2. ACTIVITIES OF A UNION

- 2.1. In our countries, where all needs are formulated with an equal degree of high priority, an ideal solution would be that the cooperative movement be in a position to extend its scope to all sectors of economic activity. Nevertheless it is

recognised that constituting a Union is easier in the following field : fisheries, transportation, building, marketing ...

- 2.2. In the long run, the Union should be able to manage the activities achieved through statal or para-statal structures.
- 2.3. Regarding the pooling of accounting activities of the primary structures it should rather be considered as the pooling of accountancy data with a view to constituting a data bank.
- 2.4. For the sake of coherence and in order to achieve economies of scale in the costs of the education and training programmes, it is desirable that the Union be closely associated in the preparation and the carrying out of the various projects, it would also avoid duplication of activities.

### 3. ORGANIZING THE UNIONS

- 3.1. It is risky to recommend the creation of Unions systematically at given hierarchical degrees.
- 3.2. Moreover there is a real risk of lack of representativity or of responsibilities being monopolised. It could be remedied by ensuring a strict application of statutory articles.
- 3.3. In practice, conflicts of authority are the most frequent ones, the Unions as they grow bigger and more powerful tending to do away with the control by the primary societies.
- 3.4. Financial sources can either be internal ones (subscriptions, income from Union own economic activities) or external ones (State grants or external assistance).
- 3.5. The group had to acknowledge that the State seconds agents for service with the cooperative organisations, either of its own authority or by request. Unions should tend more and more towards a direct management by themselves of their leading staff or junior officer staff especially within the scope of taking over activities from the State by the Unions.

.../...

#### 4. RELATIONS WITH THE STATE

4.1. It falls on the State to determine the stages for the taking over of activities, in seeing that these stages be always implemented at the most convenient time. In the long run, the taking over should be complete (with the corresponding structures, financial means, technical means and manpower) This policy should be conducted in close consultation with the organisations concerned.

4.2. The forms of State assistance might cover the following areas :

- seconding civil servants
- supporting training activities
- grants
- lending at low interest rates
- auditing, within the framework of legal arrangements
- various advisory services.

#### 5. DIFFICULTIES FACED BY THE UNIONS

5.1. One of the main difficulties lies in the fact that cooperative organisations have only very limited means at their disposal.

5.2. On the other hand, the leaders of cooperative organisations should be more and more regarded as genuine managers of enterprises and their recruitment be subject to very strict criteria combining both human qualities and technical competence.

5.3. As regards accounting systems, one should refer to the legal arrangements.

5.4. On the other hand, it is only through a well adapted and in depth training that cooperators will be able to exercise actual and direct control of the r own on the management of the Unions.

#### 6. SUPPORT REQUIRED FROM THE I C A

This working group recommends, among others, the following items :

- support to research and socio-economic studies to be undertaken as a prerequisite to any action.

.../...

- support to national education and training programmes meant for the members,
  - support to African training institutions especially in the field of training of trainers and cooperative Managers,
  - exchanges of experiences,
  - technical assistance,
  - financial aid in the form of grants or loans to co-operative Unions, principally in the field of basic framework development, provision of logistic means, working capital, etc...
-

SEMINAR ON COOPERATIVE UNIONS

IBADAN 26 - 28 MARCH 1979

REPORT FROM GROUP II

(bilingual)

Chairman : Momar SECK  
Sénégal

Rapporteur : E.B. MUSTAPHA  
Sierra Leone

1.1 et 1.2. - FINAL OPINION OF GROUP IS :

To have effective Unions there must first be strong and viable primary Cooperatives to serve as foundation upon which the Unions could stand.

1.3. ROLE OF STATE :

The State should act purely in an advisory capacity and as a promoter.

1.4. External assistance : This issue is equivocal - by definition - it should come only from outside the recipient country.

- (1) Training of Staff
- (2) Financial
- (3) Technical - (highly qualified)

should take into account the realities of the recipient country and their priorities.

2. ACTIVITIES OF THE UNIONS :

2.1. Each country has its own priority so the answer here is "NO".

2.2. Functions formerly performed by the government should be carefully studied. It is desirable to transfer functions but function should be adapted to the need of Cooperators taking into consideration view of realities. Transfer of function should be progressive.

- 2.3. These activities should be progressively carried out step after step without escaping any.
- 2.4. Yes !! The Unions should be responsible for the centralisation of the accounting of primary Cooperatives - especially Audit. This must be done progressively at staff level until a highly qualified Audit team can be available. Government is to be kept away from this particular function.
- 2.5. Yes !! But this entails financial responsibility mainly infrastructural facilities which our present Unions cannot afford. Until such time when the Unions are viable, governments should continue to carry this educational responsibility. The government should transfer this responsibility when Union is able to assume and carry out the functions adequately.

### 3. ORGANISATION OF THE UNIONS

- 3.1. This answer refers to question (1.1) the formation should be at regional level after viable primary cooperatives have been organised.
- 3.2. (a) Yes !!. There is a risk
  - (b) The person should be representative of primary Cooperatives
  - (c) It is desirable that there should be a renewal of 1/3 of the Board every two or three years. But should there be a break of confidence on the part of a member of the Board, that member should be dismissed.

The one third which goes out at any election are eligible for re-election.
- 3.3. The Union should be adequately and effectively representative at primary Cooperative level - the base.

There should be constant information or feed-back. This relates to point 3.2.
- 3.4. Financing should not be only from subscription - there should be lucrative activities to generate funds for the development of the Unions and should rely on all sectors of the economy - not only marketing.
- 3.5. The salaried personnel should be responsible to the Board of Directors. The Board on the other hand is responsible to the general membership.

.../...



The Board should have authority - to enquire into the conduct or misconduct of salaried personnel, in the interest of discipline and smooth management of the Unions. We should reflect the image of our Cooperative Organisation - Government should not be made to influence our decision in employee relations.

In the final analysis the Manager especially is responsible to the entire Board and not an individual member of the Board.

#### 4. RELATIONSHIP WITH THE STATE

- 4.1. The function to be transferred to the Union should be carefully studied or assessed. It is advisable to proceed with transfer of function step by step. There may be in the first instance a co-management of the function by both Government and the Union before transfer and a trial period before the final transfer of function.
- 4.2. (a) The participation of the State should be limited in scope and time.
- (b) The Union should select its representative and not be imposed upon by the government.
- (c) Decision should not be direct by the State - it should be taken in harmony or agreement with the Unions Board of Directors.
- (d) The State should in specific cases just act in an advisory capacity and not to use force.
- (e) Support for training-Yes.
- (f) Subsidies - Yes. This may be linked with responsibilities of the Board of Directors. The subsidies should be without conditions.
- (g) Loans at low rates of interest - Yes. But if the State can give loans through Investment funds that is acceptable.
- (h) Accounting control should not be the responsibility of the State. If for any reason the State suspects that the accounting is not correct it can intervene.
- (i) The State can advise on the training of Senior Officials.

#### 5. DIFFICULTIES OF THE UNIONS

Travel studies

.../...

- 5.1.
  - (1) Literacy Campaign for members
  - (2) Exchanges of ideas between countries
  - (3) Functional literacy through Seminars
- 5.2. The general membership should have the right to demand that the inefficient leader steps down. On the other hand measures could be taken to train the leaders in their respective duties.
- 5.3. Accounting methods should be as simplified as possible to be assimilated by staff operating at primary Co-operative level and also by the Board Members. It should be so simplified that illiterate membership could understand here again the need for functional literacy to come and help members gain confidence in their accounting system.
- 5.4. We should struggle to strengthen the primary societies by regrouping them if necessary and electing capable leaders. Taking these measures we might maintain democracy at the base. Regrouping alone may not be the solution-smaller village or sectional Cooperatives have functioned viably and maintained democracy. Finally the balance of opinion is in favour of regrouping.
- 5.5. In this respect, the Union may participate alongside State decision-making bodies in the hope that the Union can influence the State decisions in its own favour, especially where middlemen seem to be exploiting Cooperators.

As far as internal difficulties are concerned the Union can as a matter of necessity bring pressure to bear on the State to act in favour of Cooperatives, or Unions.

## 6. SUPPORT DESIRED FROM I.C.A.

- 6.1. I C A can support in a wide range of spheres namely,
  1. Technical Assistance
  2. Training of Members
  3. Financial Assistance
  4. Exchange of experience

SEMINAR ON COOPERATIVE UNIONS

IBADAN 26 - 28 MARCH 1979

REPORT OF WORKING - GROUP III

(anglophone)

Chairman : S.M.D. GABISI  
Sierra Leone

Rapporteur : O. SOMOYE  
Nigeria

1. ORGANISATION OF THE UNIONS

- 1.1. To begin with, the group, for the purpose of this report, treated "Unions" as meaning National Apex Co-operative Organisations, and then identified its objectives, which in general terms embrace :
  - Promoting the development of co-operative societies;
  - co-ordinating the operation of co-operative societies;
  - providing services aimed at improving the efficiency of their operations;
  - ensuring that the operations are carried out in accordance with Co-operative Principles and Practice.
- 1.2. Such a National Union, the group felt, could be established simply by affiliation of more than two viable primary or secondary organisations.
- 1.3. It is recognised that the State can play a useful role in this regard as a motivator in the background, or by providing financial or technical assistance for effective take off, provided the autonomy of the National Union is not impaired.

2. ACTIVITIES OF THE UNION

- 2.1. The National Union has a wide range of activities to perform within the co-operative sector of the National Economy. These are mainly in areas where people can benefit on economies of scale by co-operative action - such as in agricultural production industrial production, mobilisation of savings, insurance printing, marketing, etc...

- 2.2. Whilst it can help only to promote co-operative activities in these commercial sectors, its main basic functions of providing audit services, co-operative extension services, common accounting systems, membership education and staff training should not be neglected.
- 2.3. The group recognised the grave danger of creating a National Union or any Co-operative Union for the purpose of taking over Government activity. Such a Union will surely collapse for sheer lack of co-operative character, support and base.
- 2.4. If, however, a Union already operates successfully in this line of business the take over might be in the interest of greater co-operative development.
- 2.5. Whilst it is recognised that the National Union has responsibility for co-operative education, its role in this regard is limited to :
  - Greater planning of co-operative education for the country;
  - Training of co-operative extension workers;
  - Membership education at national and district levels.
- 2.6. It is desirable to reduce tiers to the barest minimum according to the circumstances, the overriding consideration being to avoid the extremes becoming too bureaucratic or increasing the cost of service to members.

Members should have democratic representation through the tiers to the National Unions. There should be provision in the bye-laws limiting maximum number of years a director can serve (6 years) and a provision for rotating the directors by retirement of 1/3 each other year. Directors should have served at lower levels before being elected to serve at the national level.

### 3. FINANCING OF UNIONS AND STAFFING

- 3.1. A National Union can be financed by :
  - Income from self-generating economic activities;
  - annual subscriptions;
  - audit and supervision fees;
  - charges on services rendered to affiliated societies;
  - grants.

3.2. Regarding the choice and control of "directors" and salaried personnel, the group felt the question on this issue was mixed up. It, however, agreed that when the Board of Directors have appointed the Chief Executive he should be given wide powers to recruit other staff subject to the ratification of the Board and in accordance with personnel policy established by the Board, the Chief Executive, the group observed, should behave differently from those of ordinary firms. He should show keen interest in the economic welfare of affiliated societies because they are the organisations whose activities sustain the National Union. To do this he must get regular feed-back for his continuous programme planning and evaluation .

#### 4. REFERRING ACTIVITIES FROM STATE TO UNIONS AND STATE AID

4.1. Before some activities can be transferred from the state to the National Union, there must be :

- A white paper Government policy to back up the intention
- The Movement must draw up its own action oriented programme for gradual transfer of Government activities to the Movement
- The Movement should begin to develop its own manpower by training and understudy.

4.2. The Movement may then negotiate for the take over when it has accomplished its targets as laid down in its action-oriented development programme.

4.3. State participation can be beneficial, or harmful to co-operative development. It is the effect on co-operative development that determines whether or not the state participation is beneficial. In general, state participation which recognises in co-operatives the following criteria :

- Self help
- The need to nurture cooperatives to a stage of self-reliance
- Protection of co-operatives from unwholesome competition in its formative years
- Involvement of co-operatives in projects of economic development
- The autonomy and democratic government of co-operatives.

## 5. MEMBER EDUCATION

5.1. The National Union can promote co-operative education of members by the following measures :

- Developing suitable literature such as newsletters, bulletins, etc...
- Audio/visual, for example radio forum
- Meetings/seminars/workshops
- Training of extension workers

5.2. The group considered it part of the functions of the National Union to provide logistics for simplifying the accounting system in its co-operative education programme.

## 6. OPTIMUM DEVELOPMENT

The group agreed that it is desirable to have economically viable co-operatives large enough to the extent that they can maintain democracy at the base. The optimum level dictated by the economic undertaking would be the ideal size. Beyond this size it is risky and harmful to co-operative democracy.

## 7. ROLE OF THE ICA

National Unions can Provide support for the ICA by their annual subscriptions, whilst the ICA can reciprocate by providing assistance to National Unions in the form of :

- Literature
  - Technical assistance such as procuring for its facilities for training and development of its manpower, advisory and consultancy experts to work in the country being aided, material and equipment support from aiding countries.
-

I C A SEMINAR ON THE ROLE  
OF THE UNIONS IN THE COOPERATIVE DEVELOPMENT

IBADAN - 26 - 28 MARCH 1979

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SYNTHESIS OF DEBATES

Rapporteur : A.M.K. BOJANG

1. FORMATION OF UNIONS

- 1.1. It is the concensus of opinion that Cooperative Unions could be formed by an affiliation of primary and/or secondary organisations, but that to ensure the viability of such unions their constituent parts must themselves be strong and stable.
- 1.2. Whilst recognising the vital role that can be played by the State in this regard, and appreciating the fact that in most of our states the initiatives for organising cooperatives comes from the state, delegates feel that in general this role should supplement the efforts of cooperators and should be confined to providing advice and technical and financial assistance.
- 1.3. It is the view that, in as much as external assistance can play an important role in the formation of unions, such assistance should take cognisance of local situations and priorities.

2. ACTIVITIES OF THE UNIONS :

- 2.1. Cooperative Unions carry out multifarious functions within the economy, but these are mainly in areas where people can benefit on economies of scale by joint action, for instance in the following :
  - a) Agricultural and industrial production,

.../...

- (b) Marketing
- (c) Printing
- (d) Mobilisation of savings, etc...

Delegates feel that in addition to these functions, unions should carry out their traditional roles of providing audit services, cooperative extension services member education, staff training and devising accounting systems.

- 2.2. There is no unanimity on the question of creating unions to take over activities accomplished by parastatal organisations. The mixed working group answers the question in the affirmative whilst the Francophone Group feels that it is necessary to ascertain whether or not the Unions are in a position to manage such services efficiently and that the take over where necessary should be gradual. On the other hand the Anglophone Group does not think unions should be created for the purpose of taking over such activities. However, should the union operate in this line of business the take over might be in the interest of greater cooperative development.
- 2.3. The question of unions becoming responsible for the centralisation of the accounting of primary cooperatives provokes a lot of debate in both Working Groups and Plenary Session. It is finally resolved in the affirmative provided it leads to efficiency.
- 2.4. Whilst arguing that it is possible and desirable to confer cooperative education to a national union, delegates note that because of financial limitations its role in this regard is limited to :
  - (a) Greater planning of cooperative education for the country.
  - (b) Training of cooperative extension workers.
  - (c) Member education at national and district levels.

The ultimate objective should be for the union to take over Staff training as well.

### 3. ORGANISATION OF UNIONS :

- 3.1. The mixed Group feels that unions should be organised at regional level, whereas the two other groups are of the view that the level at which unions are organised depends on the circumstances of each case. However, it is the unanimous view that it is desirable to reduce the number of tiers to the lowest minimum, the overriding consideration being less bureaucracy and less cost of service to members.

.../...



- 3.2. It is also agreed that there should be democratic representation through the tiers to national unions, and that a rotation system should be adopted whereby a third of the committee (Board of Directors) retires periodically.
- 3.3. It was also the concensus that a union that is financed solely by subscriptions developes serious financial problems. It is therefore recommended that a union should be financed by :
- (a) Income from self-generating economic activities,
  - (b) Annual subscriptions,
  - (c) Audit and supervision fund, where allowed by Government.
  - (d) Charges on services rendered to affiliated societies,
  - (e) Grants.
- 3.4. There are apparently three different views on the relationship between the Chief Executive and Staff on the one hand and the Management Committee (Board of Directors) on the other. These differences however are only on the surface and do not contradict each other. It is agreed that in as much as the two groups are similar to the Board of Directors of any ordinary firm, their activities should always reflect the cooperative nature of their organisation.

4. RELATIONSHIP WITH THE STATE :

- 4.1. The question of the way and manner some activities can be transfered from the State to the Unions attracts a lot of debate. One view is that the State should determine which activities to hand over and when . Another view is that cooperatives should lay down their plan of action for a gradual take over and negotiate with the State. Connected with this view is yet another opinion as follows :
- (a) There should be a clear cut definition of areas of transfer,
  - (b) A time limit has to be spelt out,
  - (c) In the meantime it is necessary to strengthen the manpower resources of the union.
  - (d) Trained Union staff to work with the Civil Servants for a definite period of time,
  - (e) At the end of which there should be a complete withdrawal or absorption of the Civil Servants.

4.2. It is appreciated that there will be government intervention as long as unions depend on State for assistance. It is also agreed that some forms of State intervention are beneficial whilst others are harmful. It is the effect on the cooperative movement that determines whether or not State participation is beneficial.

## 5. DIFFICULTIES OF THE UNIONS

5.1. There is no disagreement on the difficulties of the unions. Delegates indentify the following as conducive to the improvement of the educational level of members and directors :

- (a) Developing suitable literature such as newsletters, bulletins,
- (b) Radio programmes,
- (c) Meetings, Seminars and Workshops,
- (d) Training of extension workers.

5.2. Delegates agree that unions in their educational programme should ensure their accounting systems are understood by laymen by using charts, etc...

5.3. It is also agreed that it is desirable to have economically viable cooperatives large enough to the extent that they can maintain democracy at the base.

## 6. SUPPORT DERIVED FROM I C A

I C A can assist in the following fields :

- a. provision of litterature
- b. advisory and consultancy services
- c. training of top-management, etc...

FIRST MEETING OF THE PROVISIONAL REGIONAL COUNCIL

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IBADAN 28 - 30 MARCH 1979

PROGRAMME OF ACTIVITIES FOR THE REGIONAL OFFICE

RECOMMENDATIONS

1. ASSESSMENT OF THE EXISTING SITUATION :

The evaluation of the existing situation of the cooperative movements of the member States through research is a prerequisite. This activity should be undertaken in collaboration with African training Institutions and should commence not later than six months after the establishment of the Regional Office. The Regional Office shall thereafter continue to promote and coordinate cooperative Research in the region. The I C A shall be responsible for the financing of the initial research to evaluate the existing situation.

2. EDUCATION AND TRAINING :

In order to raise the efficiency of the employees and members of the Cooperative Movement in the region, Education and Training should be given top priority and should be the first activity to be undertaken by the Regional Office after the assesment of the existing situation. In order to realise multiplier effects, this should limit itself to the training of

- trainers,
- Cooperative managers,
- the board of directors of national Apexes.

In view of the varied levels in Cooperative Development amongst member States the Regional Office shall consider special requests made by some member countries in the field of Education and Training and shall look for internal and external resources to execute the programme.

Necessary attention should be given to the training of women.

.../...

3. EXCHANGE PROGRAMMES BETWEEN MEMBER COUNTRIES :

The Regional Office should organise programmes designed to promote the exchange of experiences through inter alia study tours, seminars, publication of a bulletin and conferences.

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ADDRESS BY ROGER KERINEC  
ON THE OCCASION OF THE INAUGURATION  
OF THE ICA REGIONAL OFFICE FOR WEST AFRICA  
MARCH 31st 1979  
ABIDJAN - IVORY COAST

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First of all I would like to express my great pleasure in being able to participate in this special event marking the opening of the ICA Office for West Africa in Abidjan. It gives me even greater pleasure as this event also corresponds with my first visit to West Africa, although I have been working for the co-operative movement for more than 30 years.

In fact it was not until last year that the ICA took the initiative to hold a meeting of its Executive in an African Country, namely in Nairobi.

I would like to see this as a symbol - a symbol of the interest that co-operators from all over the world have for the African continent, a land of great hopes for the future, and I hope, a privileged field for co-operative development.

It is now my very pleasant duty to express on behalf of Dr SAXENA, Director of the ICA and myself our sincere thanks to you all, for having come to celebrate a birth with us, the genesis of which so many of you have contributed to either directly or indirectly.

I need not introduce you to the happy parents (as we say). They are, as you know, on the one hand the International Co-operative Alliance and, on the other hand, the 16 countries of West Africa, whose representatives expressed their wish in Abidjan, in this very place, just one year ago, to have a Regional Office of the International Co-operative Alliance in the region.

The Ivory Coast was the unanimous choice of the Executive Committee of the International Co-operative Alliance, for the location of the Office; but I would like to pay tribute here today for the patient insistence of the co-operative organisations of Nigeria - who have just hosted the first regional seminar and the foundation meeting of the provisional Regional Council, elected in order to supervise the performance of the regional programme - and of Ghana and Togo as well who had expressed their willingness to favour the establishment of the Office in their own country.

As you well know, this is not a "first performance" for the ICA as ten years ago a Regional Office was set up in East Africa, in Moshi, Tanzania. And also as early as 1960, the Alliance inaugurated the first Regional Office for South-East Asia in New Delhi. A venture which was strongly supported by the Swedish co-operative movements, to which I am pleased also to pay tribute here on behalf of the ICA.

I have decided to come personally to Abidjan and to participate in the ceremony for the formal opening of the third ICA Office because I have great ambitions for this Office and also great expectations - Let me tell you why.

The venture which we are about to undertake together takes place at the end of the second Development Decade, and in my opinion, it should already be considered as opening the third Development Decade.

The Office should, in fact, take advantage of all the successes and failures experienced by the co-operative movements in this field in the course of the last twenty years. It opens at a time when everybody seems to be looking for a fresh breath, another way of viewing the world, a way which strangely enough is very much akin to what co-operators have thought and said for 25 years, that is since their congress held in Paris in 1954, when they decided to outline a policy for assistance to development which would be uniquely of the co-operative movements.

That was also the time when the ICA decided to join in the international effort towards development, and since then it has received support from the United Nations on several occasions. Praising the value of its action, the General Assembly has passed many resolutions encouraging member states to favour co-operative development involving populations in the betterment of their own standard of living.

Today, I note that the words now used by those who endeavour to define a new international economic order, sing a pleasant tune in our ears as co-operators: they talk of a strategy involving all countries, of a development based on satisfaction of people's needs, of helping people to help themselves.

Moreover, they all seem to agree on the failure of a policy which consisted of exporting the values prevailing in the richest countries, values attached to a civilisation which do not satisfy the needs of the less developed countries, of a policy which is now considered as leading to a type of society more and more in question.

This has never been our policy and I would like to share my conviction with you that co-operators have something to say about the very idea of development and also that it is possible to formulate a co-operative development policy. Nobody will be surprised if I declare that co-operators from industrialised countries do not want to make profit nor do they want to do business for the sake of it. For co-operators "business is not the pursuit of profit".

Neither do they intend to impose the type of development of the countries where the co-operative movement has proved successful. A type of development which certainly has brought about an undeniable economic and social progress, but which has also caused harm and engendered an ideological void. That type of development is clearly now questioned by those countries themselves which are currently looking for a new pattern, which would take into account the qualitative aspect of life, which would be fairer to all, less energy consuming and raw material demanding.

It is also evident that the present type of development has a serious tendency, particularly through international media, to urge all human beings towards the same ambitions, the same pleasures, the same dreams and all nations towards a single pattern of development and success, resulting in untrammelled competition and, very often, in delusion and even violence.

To such an extent, that the last report of the World Bank does not show any prospect of possible improvement in the course of the coming decades, in the direction of a fairer balance in the North-South exchanges. An unstable and suicidal situation.

That type of development is also questioned by many leaders in developing countries. And some leaders in these countries are asked : "What can we do for you"?

the meaning of their reply can be interpreted as follows:  
"Nothing! just start by changing things in your own country and let us choose our own future as we see it".

Such a reaction can be explained by the fact that much too often the type of development currently applied to the developing countries without being adapted, has led to harmful consequences.

It seems that a certain industrialisation policy, often promoted by the industrialised countries mainly keeping in mind the benefits they could reap, is now condemned by those who question the future of our world.

Many agree that the present system of the transfer of technology does not meet all the needs of people in the developing countries.

The same can be said about a certain agricultural production policy geared towards exportation to the detriment of the very idea of self-sufficiency. The "green revolution" itself has resulted in promoting the large enterprises, leaving aside the poorest farmers.

But of course it is now for co-operators to prove that the kind of co-operative development I have just described can work. It seems to me that an opportunity to do so presents itself today with the establishment of the Regional Office for West Africa.

Indeed, I know that the co-operative movement in your region has already several undeniable achievements to its credit and that there are even school co-operatives in both Senegal and the Ivory Coast whose existence I would like to mention today in passing, as the first international conference of this type of co-operative will be organised by the ICA in collaboration with UNESCO and UNICEF in Paris at the end of this year.

I hope that our Office will facilitate the development of the co-operative movement in each of your countries, an objective, I admit, which is not easy to achieve. I would like to outline some of the conditions, which I believe, should be observed in order to make this development possible.



First and foremost, the essential condition is that both existing co-operatives and Government in your countries concern themselves with the co-operative development policy which will be defined by the ICA Office, in agreement with your co-operatives and Government and applied by them. It is also essential that the co-operatives to be established are genuine.

By saying this, I know that I am raising the problem of the relations between governments and co-operatives as well as the problem of co-operative authenticity, two aspects to which I would now like to draw your attention for a little while.

With regard to co-operative authenticity, I would like to say that co-operation needs to be re-invented, I stress re-invented, in all parts of the world as the Europeans who invented co-operation in the middle of the 19th century know that the circumstances which gave birth to the idea are no longer to be found in most countries today. It is therefore necessary to keep this in mind. What we must conserve is the co-operative spirit based on tolerance, mutual understanding, working together and on the equitable sharing of the result of that work.

If we want to maintain the co-operative ideal co-operative principles must be considered in the light shed by the values of the traditional society in each country. Only on that condition will co-operatives of any particular country become fully integrated in the culture and thinking habits of that country.

To summarise, the co-operative movement in Africa must be African and the more African it is the more it will contribute to the movements of other countries.

But in Africa, as in most developing countries, co-operative activities must be fully integrated in the overall development strategy of each individual country. Otherwise, detached from that strategy the efforts undertaken by co-operatives would run the risk of being isolated and however successful they would remain marginal ventures.

We are confronted here with a new phenomenon : that is the indispensable collaboration between governments and co-operatives in order to build up a society.

I will explain why:

A hundred years ago, when co-operatives had just appeared in Europe, they were often created voluntarily by men and women who did not accept the conditions in which they had to live, conditions based on individual struggle for profit generating a drastic disruption of old established solidarities.

Today, in your countries, co-operatives could be, and should be created with the assistance of the Government so as to build up a new order to work "with" and not "against".

This might be difficult to achieve in fact. For this reason I now wish to address myself to the representatives of the Governments who honour us with their presence today. I wish to recall that co-operation cannot be imposed on people. To be itself, it must be practised by the people. Only if that condition is met can a co-operative movement, in complete independence, contribute to the economic and cultural growth without social breakdown, develop self confidence for the co-operator, mobilise the efforts of the population - such a mobilisation is a prerequisite to any development towards joint action for the benefit of the community as a whole.

Clearly, if co-operation is not practised - or even wanted - by the population, people do not feel committed and when the venture fails, there is nobody to care for it, nobody to fight for it. The result is that the failure of a venture which was not genuinely co-operative throws discredit on co-operative ideas.

On the other hand, when a Government understands the role which co-operatives can fulfil, it can help them very effectively and I should even point out that in fact co-operatives do need guidance at the initial stage of development.

Among the roles which a Government can play, I wish to underline one in particular because it concerns your region specifically as your countries are all concerned with the Lome Convention and also with bilateral assistance contracts with one or several industrialised countries.

You will no doubt know that the European Economic Community has set up a special Development Fund which you can use to support co-operative development programmes organised in collaboration with the Alliance. But in order that these funds can be used for this purpose the Governments of the beneficiary countries must submit the request.

It is therefore incumbent on you to ensure that, when aid programmes are discussed, co-operative development should be effectively dealt with by your experts who have this responsibility. If properly used, this financial source could facilitate the implementation of programmes decided by you.

You may now understand that the basis of the task that we undertake today is that the Alliance will have to carry out its activities in close collaboration with the representatives of Governments dealing with co-operative development while maintaining its character of a non-governmental organisation. With regard to the other Regional Offices, Government representatives have always been invited to observe the work carried out of which they are kept informed, but they are not "consulted" on the orientation of these activities. Moreover, only the representatives from the co-operative organisations in membership of the Alliance have a seat on the Regional Councils.

Yet, as you may have noted, already with the Conference organised here last year, with the first Regional Seminar just held in Ibadan and still more with the constitution of the first Provisional Regional Council, the International Co-operative Alliance has opened wide the debates to the representatives from Governments. Its ultimate objective, you will understand is that the co-operative structures develop efficiently enough, in the shortest period of time, we hope, to be in a position to face their own responsibilities themselves.

Mr President, dear friends,

At the beginning of this address I said that I was both ambitious and demanding for this ICA West African Office and I have tried to explain the significance, given the stake placed on our initiative.

Above all, I wanted to emphasise the responsibility of the Africans themselves. This does not mean they will not receive the support of the international governmental and non-governmental organisations - whose representatives I am pleased to greet here today - or the support of the co-operative movements and governments of the industrialised countries represented here, to whom I also address my greetings, or even the support of the ICA itself, which is assuming the responsibility for opening this Office and conducting its activities.

I am convinced that all partners in the team which we are about to form have a lot to gain from this joint venture a remark which is also valid for the co-operative movements in the so-called rich countries for which the experience will represent a truer return to the source, and an enriching lesson.

It is not for me to comment on the first steps of the experience: they were outlined recently in Ibadan.

What I want to say is that we, that is the ICA, are all determined to do our very best, combining all our resources, which unfortunately are rather limited, in order to help you.

The ICA has nevertheless succeeded in multiplying the exchange of experiences between all types of co-operatives, mainly through its Auxiliary Committees specialised in various fields, insurance, credit, consumer, especially crude oil products, thus initiating a new form of international trade.

For some years now, the ICA has also taken the initiative to organise successful open world conferences (in Tokyo and Rome) enabling the dissemination of information on the significance of rural, fishery and production co-operatives in the industrial field. Why not one day in Africa?

Finally, may I emphasise that the ICA is one of the very few non-governmental organisations which combines co-operative organisations from northern and southern continents as well as from the countries of the East and West ; which has survived all crises and wars; thus contributing to the creation of the conditions necessary for the establishment of lasting peace as I personally had the honour to inform the Plenary Assembly of the United Nations Special Session on Disarmament.

In a world where competition between super-organised super states, will be fiercer than ever, where competition between giant multinational enterprises - whose interests do not always coincide with those of the people, to say the least - will be ruthless, the fact that millions of men and women have succeeded in weaving across borders bonds which are far more than goodwill and good intentions, because they are very confident in the virtues of co-operative organisation, represents great opportunities for our world, because co-operativism is one of the few ideologies which does not sacrifice freedom and social justice to economic and technical progress.

To conclude, Mr Chairman, I wish to address my most sincere and heartfelt thanks to our many friends in the Ivory Coast and especially to the Government and to the Executive of the Chambre of Agriculture for the warm welcome extended to us and to me personally.

These thanks I convey particularly to:

Mr BRA KANON, Minister of Agriculture who introduced our case with good will and conviction to his Government,

to the MINISTERS,  
to the REPRESENTATIVES OF THE INTERNATIONAL ORGANISATIONS  
to the REPRESENTATIVES OF THE NATIONAL BODIES INVOLVED IN  
CO-OPERATIVE DEVELOPMENT  
to the PRESIDENTS OF THE CHAMBRES CONSULAIRES

and to PRESIDENT OKA NIANGOIN who has already done so much for the success of this ceremony and for ensuring a good start for a bright future to the initiative jointly taken today.

Permit me also to stress how greatly honoured I felt with the private reception with Mr Houphouët BOIGNY, President of the Republic of the Ivory Coast, to mark the occasion of this ceremony, thus giving it maximum credit.

In a family, a birth means renewed wealth. It brings hopes which it is now for us to achieve.

It is to a genuine co-operative effort that I call on you, as I repeat how pleased I feel being among you today.

ABIDJAN, March 31st 1979

SEMINAR ON COOPERATIVE UNIONS  
PROVISIONAL REGIONAL COUNCIL OF THE I C A OFFICE  
FOR WEST AFRICA

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(IBADAN 26 TO 30 MARCH 1979 - ABIDJAN 31 st MARCH)

PROGRAMME

SEMINAR ON COOPERATIVE UNIONS AND APEX ORGANISATIONS

(IBADAN)

MONDAY, 26 March

- 8.30 - Registration of delegates
  
- 9.30 - Opening Session
  - . Address by Dr. ADETOYE FANIRAN  
Commissioner for Trade, Industry and Cooperatives  
(OYO STATE)
  - . Address by Chief 'Y. AKINYEMI  
Executive Secretary of the Cooperative Federation of Nigeria
  - . Address by Mr. John MUSUNDI,  
Member of the Executive Committee of the International  
Cooperative Alliance
  
- 10.30 - Introduction to the Seminar by Mr. Dominique GENTIL
  - . Working methods
  - . The Theme
  - . Synthesis of replies to the questionnaires

.../...

- 11.30 - Election of a steering Committee
- 12.00 - Presentation of case studies
  - . The KENYA experience by John MUSUNDI
- 13.00 - Lunch
- 15.00 - Presentation of cases studies (continued)
  - . The NIGERIA experience by Chief J.E. BABATOLA
  - . The SENEGAL experience by M. Momar SECK
- 18.00 - End of the afternoon session

TUESDAY, 27 March

- 9.00 - Introduction to the work in discussion groups
- 9.30 - Discussions in working groups
- 13.00 - Lunch
- 15.00 - Discussions in working groups
- 18.00 - End of the afternoon session

WEDNESDAY, 28 March

- 9.00 - Reports of the working groups
- 11.00 - Discussion in plenary of main issues
- 12.00 - Conclusion of the Seminar
- 13.00 - End of the Seminar

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PROVISIONAL REGIONAL COUNCIL OF THE I C A  
REGIONAL OFFICE FOR WEST AFRICA (IBADAN)

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WEDNESDAY, 28 March

15.00 - Introduction to the Programme  
General discussion on working methods

18.00 - End of the afternoon session

THURSDAY, 29 March

9.00 - Discussion in working groups on the future programme of the  
Regional Office

11.00 - Reports of the groups and general discussion

13.00 - Lunch

15.00 - Information on the International Cooperative Alliance and its  
Regional Offices by Dr. S.K. SAXENA, Director of I C A

16.00 - General discussion on the Provisional Regional Council and on the  
budget

18.00 - End of the afternoon session

FRIDAY, 30 March

9.00 - First meeting of the Provisional Regional Council  
. election of Chairman  
. election of an Executive Committee  
. adoption of lines of action  
. proposals for financing of Regional Office

.../...



- 11.00 - Formal closing
- Addresses by
- . Dr. S.K. SAXENA
  - . Chief J.E. BABATOLA
  - . Chief 'Y. AKINYEMI
- 12.00 - End of the Provisional Regional Council Session

FORMAL OPENING OF THE REGIONAL OFFICE OF THE I C A FOR  
WEST AFRICA (ABIDJAN )

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SATURDAY, 31 March

- 9.00 - First meeting of the Executive Committee
- 10.00 - Formal opening at the Chambre d'Agriculture of Ivory Coast
- . Welcome address by Mr. OKA Niangoin, President of the Chambre d'Agriculture
  - . Speech delivered by Mr. Roger KERINEC, President of the I C A
  - . Address by Chief J.E. BABATOLA, Chairman of the Provisional Regional Council
  - . Closing speech delivered by Mr. Denis BRA-KANON, Minister of Agriculture of Ivory Coast
- 15.00 - Visit to BINGERVILLE at the premises of the Regional Office

ALLIANCE COOPERATIVE  
INTERNATIONALE  
BUREAU REGIONAL  
POUR L'AFRIQUE DE L'OUEST

INTERNATIONAL COOPERATIVE  
ALLIANCE  
REGIONAL OFFICE  
FOR WEST AFRICA

SEMINAR AND PROVISIONAL REGIONAL COUNCIL

SEMINAIRE ET CONSEIL REGIONAL PROVISOIRE

IBADAN 26-30 MARCH 1979

IBADAN 26-30 MARS 1979

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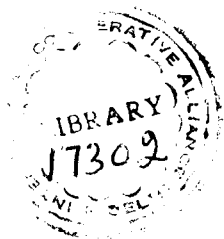
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