



ICA Africa

Annual Report

2009

MESSAGE FROM THE PRESIDENT

Sustainability and Growth



Whereas 2007 was a year of major restructuring and 2008 one of consolidation, planning and rebuilding, 2009 was a year of further consolidation and renewal. At the same time, the office also addressed the critical issue of sustainability by further pursuing the mandate given to it by its members to establish an Endowment Fund. The gradual phasing out of the solidarity contribution that ICA Africa continues to receive from the global ICA, highlights the importance and, indeed, urgency of this initiative.

Improved facilities and human resource capacity being prerequisites for the delivery of relevant member services and the achievement of our Strategy Plan, the office prepared to move to more suitable premises and to secure much needed seconded professional staff. We are grateful to the Kenyan movement and government for their willingness to assist.

The region must work within the framework and policies of the new Global strategy, and the new 4 Year Strategy Plan for ICA Africa which is informed by the needs and concerns of our members has provided invaluable direction to our work the feedback from members continuously validate its relevance.

The new fee structure that came into effect in 2009, has made membership more affordable. In the Africa region, we have seen a positive increase in membership. However, we also need the continued support and participation of our current members. The involvement of members is essential to reinforce our capacity to drive co-operative development in the region. The Second Members Forum which was held in Nairobi was therefore an important event.

The 9th Ministerial Conference held in Kenya was another important milestone in our relations with governments. The introduction of the meeting of the Ministerial Conference Technical Committee (MCTC), the first of which was held in Uganda in July, enables us to carry out mid-term reviews of the implementation of the Recommendations of the Ministerial Conference. The success of these meetings will contribute to improved movement-government understanding and relations throughout the Africa region.

I have previously emphasised the benefits of closer links to the global ICA, a co-operative network of huge proportions. As your representative on the global ICA Board, I have had the opportunity to visit and study co-operative enterprises all over the world. Participation in global events like the ICA EXPO facilitates exchange and opens doors to new markets.

The co-operative movement in Africa touches the lives of millions of people throughout our vast region. Together we will ensure its continued role as a framework for pan-African development.

ICA Africa President and
ICA Vice-President for Africa

MESSAGE FROM THE REGIONAL DIRECTOR

Repositioning ICA Africa

2009 has witnessed the continued repositioning of ICA Africa as a relevant and responsive member driven organisation and as a valuable partner of co-operative development agencies and



governments.

The Second Members Forum reinforced our relations with our members. It also provided an invaluable opportunity for exchange. The second African Co-operative Development Agencies Forum which took place in Nairobi from 9-11 December, gave co-operative development agencies a forum to meet and exchange in a process driven by ICA Africa. The Ministerial Conference and meeting of the Ministerial Conference Technical Committee (MCTC), demonstrated the centrality of ICA Africa in facilitating movement-government relations. The commitment to ICA Africa by these regional stakeholders as well as the global ICA, is a clear recognition of its relevance in co-operative development in the region.

The mandate given to ICA Africa through its 4 Year Strategy Plan has enabled us to focus on the implementation of a work plan driven by member demand rather than donor supply. In practice this means that all external support to the office is given to support the implementation of our four strategic objectives on Membership, Influence, Development and Governance. A new and dedicated Regional Board has been able to provide informed direction and guidance to the regional office.

Needless to say, priority is given to ensuring the future sustainability and growth of the office to enable it to meet the increasing demands of the region. The establishment of an Endowment Fund is a member driven process that involves us all. It further highlights the perpetual truth that the solution to our problems has to come from the region.

I would like to take this opportunity to thank our membership for their encouragement and support. We took pride in the fact that in 2009 ICA Africa got more new members than any other region. We would like this trend to continue. Meanwhile, we also recognise with thanks the continued support and collaboration of our development partners and governments. We trust we can look forward to a continued partnership in the service of the co-operative movement in Africa.

Jan-Eirik Imbsen
Interim Regional Director

ANNUAL REPORT 2009

Membership

Second Members Forum

The Second Members' Forum was held just prior to the Ministerial Conference. The large number of participants was encouraging and a reflection of the relevance of ICA Africa. Participants received and discussed a progress report on the recommendations of the first Members Forum and also took a closer look at priorities ahead. The interventions from the floor were very constructive.

Seven new members joined ICA Africa in 2009. We were particularly pleased to reestablish close relations with the Egyptian movement.



Influence

The Ministerial Conference Technical Committee

The meeting of the Ministerial Conference Technical Committee (MCTC) was held in Kampala from 13-15 July. Delegates from participating countries submitted country reports. The meeting also prepared the agenda for the Ministerial Conference.

9th ICA Africa Co-operative Ministerial Conference

The 9th ICA African Co-operative Ministers Conference took place in Nairobi from 22-24 October 2009. The theme was “Driving Social and Economic Recovery through Innovative Co-operative Enterprise”. The Conference was opened in the presence of 100 delegates and hundreds of observers. The delegates included several Ministers and senior government representatives as well as leaders of co-operative movements from a large number of countries. The Conference reviewed progress on the implementation of recommendations passed during the last Ministerial Conference held in Lesotho in 2005 as well as made new resolutions that will guide the co-operative movement in Africa for the next three years.

Two papers on “The Co-operative Response to the Global Financial Crisis in Africa”, and on “The Current Status of Co-operative Law in Africa” enriched the discussions.

In the Ministerial Conference Communiqué, Ministers committed their governments’ support to the implementation of ICA Africa’s Strategy Plan 2009-12 and promised to create an enabling environment for the implementation of the Strategy. The Recommendations of the Conference recognised the important role played by ICA Africa and an agreement to support the office financially.



ICA Africa Regional Gender Conference

The third ICA Africa Gender Conference that was held in conjunction with the 9th ICA Africa Ministerial Conference in Nairobi. The Conference discussed how the regional Gender Strategy

Framework can be implemented at the national level. The first two regional conferences were held in Maseru and in Abuja.

Development

Partners

The second African Co-operative Development Agencies Forum took place in Nairobi from 9-11 December. The purpose of the meeting was:

1. To understand and continue to build best practices among co-operative development agencies which provide support to co-operatives and communities in Africa.
2. To share learning and challenges in strengthening co-operatives and communities in Africa.
3. To contribute to existing, and increased collaboration and information sharing among co-operative development agencies.

Representatives from 13 agencies involved in co-operative development in Africa participated in the meeting which was a success. The presentations and discussions were very rich and interesting, and several areas of collaboration were identified, including joint Africa specific events/activities for the International Year of Co-operatives. It was very encouraging to note the willingness to strengthen exchange and collaboration, and the joint decision to go on with these meetings did indeed validate the idea and concept of bringing the agencies together. The meeting was jointly hosted by Legacoop (Italy), NCBA (USA), and ICA Africa.

The Swedish Co-operative Centre and the Canadian Co-operative Association continues its strong support to the implementation of ICA Africa's Strategy Plan. We also continue to enjoy a very close collaboration with ILO's COOPAfrica programme. ICA Africa is represented on its Steering and Selection Committees. ICA Africa also signed an MOU with NISPED (Israel).

Governance

The regional office has moved to a new location in Nairobi. The newly elected ICA Africa Regional Board met in Nairobi in February. The Board addressed several items of importance to the co-operative movement in the region. One day was set aside for a thorough discussion of the new Four-Year Strategic Plan for Co-operative Renewal in Africa. The Regional Board held three meetings in 2009.



ICA Africa Regional Board and Staff, outside of ICA Africa offices, 2009

Endowment Fund

The ICA Africa Members' Forum held in May 2008 recommended that an "Endowment Fund" be set up to ensure the long term sustainability of ICA Africa. This recommendation was approved at the ICA Africa Regional Assembly held in Abuja, Nigeria in November 2008. In early 2009, ICA Africa commissioned the formulation of the Terms of Reference (ToR) on the preparation of a feasibility study to establish the viability and practicality of the proposed Endowment Fund. The overall scope of the feasibility study is to provide a report on the financial viability of establishing an Endowment Fund to finance the operating expenses of the ICA Africa Regional Office on a long term sustainable basis and also to explore other innovative ways of subsidising the investment returns from the Endowment Fund. The ToR was followed by a bidding process.

Financial Report

We have for the second year running ended the year with a small surplus that has gone into the regional reserves. Africa still keeps 100% of fees collected. Fees collected exceeded the budgeted amount. The Solidarity contribution from the global ICA was less than budgeted because ICA received less subscription globally than anticipated.

STRATEGIC PLAN

The ICA Regional Office for Africa, as the umbrella organization for all co-operatives in Africa, is well-placed to assist the co-operative movement in facing these struggles. Unfortunately, as the co-operative movement in Africa has undergone a number of financial difficulties, so too has the office. ICA Africa is in a phase of restructuring in order to arrive at an appropriate and sustainable structure with the required core capacity to respond to members' needs and the current political and economic situation.

Recognising that the focus of future restructuring should be on a repositioning and renewing the organization, ICA Africa has undertaken activities aimed at re-establishing itself as a member-driven organisation of the African co-operative movement. The goal of the office is to strengthen co-operative growth in the African region by delivering relevant services that add value to membership and as a result the entire co-operative movement in Africa.

At the same time, the global ICA has successfully carried out its own restructuring - an outcome of which is the formulation and adoption of a new global strategic plan that represents a global vision of the entire ICA. All component parts of the ICA - the centre, regions and sectors - have contributed to the new plan. This common strategy consists of a Mission and Vision, Strategic Objectives (SOs) and Key Result Areas (KRAs).

The activities of the Strategy Plan are grouped under four main Strategic Objectives (SOs) which are shared by all component parts of the ICA:

- Membership
- Influence
- Development
- Governance

The activities furthermore refer to a number of Key Result Areas (KRAs) which indicate those actions that will lead to the achievement of the Strategic Objectives. Like the SOs, the KRAs apply to the whole of the ICA. Each component part has then developed Strategic Initiatives (SIs) and activities approved by the Regional and Sectoral boards.

The new 4 Year Strategy Plan for ICA Africa is the result of a process of member consultations initiated with a Members' Forum in May 2008. The recommendations of the Forum are reflected and followed up in the new 4 Year Strategy Plan for co-operative renewal in Africa, which was submitted to members for discussion and approval at the ICA Africa Regional Assembly in Abuja last November. The Strategy Plan addresses not only the financial picture, but also structural and governance changes and aims to reposition the ICA as a relevant and sustainable apex organization for the regional co-operative movement.

The Annual Reports for 2009-2012 will report to the strategic objectives. Below is a summary of the activities undertaken in 2009:

Strategic Objective 1: MEMBERSHIP

Consolidate and increase membership

KRA	Outcome	Strategic Initiative	Planned Activity	Work Completed in 2009
Retain Members	Active and satisfied members	Increase visibility and value addition of ICA Africa to members	Organize Members Events to secure feedback from members	Second Members Forum
			Participate in members events	Participated in General Assemblies & other members events
		Develop new responsive products and services	Identify and respond to member needs	Participated in COOPAfrica Tools Development Process
Add new members	Increased membership	Distribute membership rules and criteria	Membership drive strategy	Published and disseminated membership criteria
			Develop promotional material	Developed and disseminated promotional material

Strategic Objective 2: INFLUENCE

Increase global influence to promote co-operatives as a specific values-based business model

KRA	Outcome	Strategic Initiative	Planned Activity	Work Completed in 2009	
Improve Effectiveness	Positive impact on public and policy makers' opinions.	Build and adapt advocacy & lobbying skills in co-op leadership	Disseminate & sensitize co-op leadership in the use of Global 300 and Developing 300 (D-300) best practices for lobbying & advocacy	Global 300 materials disseminated.	
		Interaction with regional organisations	Participate in events of regional organisations	To be completed in 2010.	
		Dialogue with governments	Ministers Conference & attend other events	Ministerial Conference Technical Committee meeting (MCTC)	Organized 9th Ministerial Conference
			Policy Review	Worked with co-ops to assist them in reviewing their governments' policies on co-ops	
		Expand contacts with non-co-op sector to promote co-op movement	Invite non-co-op organisations to events & participate in their events	Involvement of non-co-op organizations in ICA events	
Maintain & Further Develop a More Effective Communication	Informed membership, partners and media	Promote use of ICA Africa communication tools	Maintain & further develop ICA Africa website and publications in French & English & create awareness	Generation of content including information to members	
		Create links to member organisations' websites	Survey member websites	To be completed in 2010.	
			Feasibility study on improved telecommunications technology and implementation of recommendations	Researched improved communications tools such as skype between ICA, members and partners.	
Annual Report	Develop & Publish Annual Reports	Develop and publish Annual Report for 2007/2008			
Strengthen credibility as the Centre of Excellence for knowledge and expertise, as well as co-ordinate co-op action	Production of reliable information, statistics, databases, and research	Data Collection & Management	Africa 100 Project & Best Practices	Began to collect data	
			Co-operative Data Services (CODAS)	Implementation by country	
			Build a pool of expertise in co-op management & development	Discussed with COOPAfrica the strategy.	

Strategic Objective 3: DEVELOPMENT

Develop strong co-operative enterprises for social & economic progress

KRA	Outcome	Strategic Initiative	Planned Activity	Work Completed in 2009
Improve organisation and institutional development initiatives (capacity building)	Stronger co-operative organisations	Leadership & Management Fora	Training workshops, Exchange visits and information exchange	Rural Finance & Agricultural Marketing Workshops completed in 2010.
		Research	Follow-up EEP research and conduct new research	Held regional workshop to disseminate EEP research
		Capacity building of co-ops in Africa	Member development	Supported members activities in information management, capacity building and research
		Promote gender equality and youth involvement in co-operatives	Promote at all levels and incorporate into development activities	Popularized and implemented the Gender Strategy Framework Promoted the involvement of youth in co-ops
Build skills appropriate to roles and responsibilities	Well qualified and motivated staff and boards	Staff development	Enhance capacity and improve conditions of service	To be completed in 2010.
				Staff training in 2010 on computers.
Strengthen the organizational development of ICA	More effective and efficient ICA	Active participation of African region in statutory meetings at global level	Participate in Global Board and General Assembly Meetings	Provide information so that Board Members can participate fully in Global Board Meetings
				Assist in educating members and other stakeholders in Africa about the General Assembly, encouraging them to attend
				Encourage members to nominate positions for the Global Board
		Restructuring follow up	Ensure ICA Africa is a sustainable and member-driven organization delivering professional services to members	Educate members and potential members on the revitalized role of ICA Africa in the region
Evaluation of SCC Support to the ICA Presentation of the Members Forum report and new strategy at the ICA RA in Abuja, Nigeria in 2008				
Strengthen inter-cooperation	Better co-operative integration and C2C	Promote co-op to co-op (C2C) trade in goods & services	Review & document commodity exchange experience in the region	Conduct rapid assessment of status of commodity exchange experience in the region in 2010.
				Review ROWA experience in the region in 2010.
				Reviewed AGRIMAT. Participated in and promoted co-operative trade fair
Consolidate and create strategic alliances & networks	Increased capacity for enabling co-operative promotion	Increase partnership for co-operative development (meeting of agencies)	Co-operative Development Agencies Meeting	Held second meeting of agencies
		Strengthen collaboration with COOPAfrica	Participate actively in COOPAfrica governance events	Participated in Steering Group, meetings and other activities Web Portal

Strategic Objective 3: GOVERNANCE

Strengthen ICA's sustainability through financial capacity, good governance and a committed people base

KRA	Outcome	Strategic Initiative	Planned Activity	Work Completed in 2009
Seek significant funding from alternative sources	Less reliance on core funding	Establish endowment fund for ICA Africa Extend Partnerships	Create Endowment Fund	Concept design and terms of reference for a feasibility study
			Negotiate collaboration	Initiated contacts with new potential partners
				Renewed current partnerships Participated in development agency events
Maximise effectiveness and good governance of all ICA	Compliance with ICA policies; good internal communications, better coordination between all ICA structures	Co-ordination & Planning	Planning meetings of the secretariat	Regular meetings of ICA Africa team
		New ICA Africa Standing Orders	Ensure compliance with global ICA Rules & Standing Orders	Draft Standing Orders to be completed in 2010.
		Financial reporting	Ensure compliance with financial handbook and guidelines of partners financial reporting	Timely submission of financial reports
		General administration	Effective office management	Retain staff and get intern/consultant
		Secondments	Promote secondments	Get one secondee
		Strengthen effectiveness and performance of ICA Africa statutory bodies	Regional Board Meeting & Regional Assembly	Propose format for Board training and hold Board meetings (at least two per year). Sensitize Regional Board Members on basic issues of ICA financial sustainability to be completed in 2010.
				Promoted youth participation and gender equality Held Board meetings & Board training

ICA Regional Office for Africa
 House No. 11, Lenana Road - Milimani
 P.O. Box 67595
 Nairobi 00200, Kenya
 Tel: +254 20 2711959
 Fax: +254 20 2711959
 Email: ica@icaafrica.coop
 Website: www.icaafrica.coop