

**MINISTRY OF AGRICULTURE, LIVE STOCK AND ENVIRONMENT,
COOPERATIVE UNION OF ZANZIBAR AND ILO COOP - AFRICA**

**CONFERENCE FOR CO OPERATIVE LEADERS
AND STAKEHOLDERS IN ZANZIBAR**

CONFERENCE REPORT



29 JUNE, 2009

ACKNOWLEDGEMENT

We hereby express our sincere thanks and gratitude to all those who contributed in one way or the other towards the successful of the historic Conference for cooperative leaders and stakeholders in Zanzibar whose preparation and proceedings constitute the subject of this report.

We owe very special thanks to the ILO Cooperative Facility for Africa (COOPAfrica) not only for their technical facilitation but also for bearing a substantial part of the budget. They were key factor in realizing the Conference. The Ministry of Labor, Youth, Woman and Children Development, Office of the Attorney General deserve special mention for the role they played towards successful conduct of the Conference. We are also thankful to the Moshi University College of Cooperative and Business Studies for their participation and contribution to the deliberations of the workshop.

We also acknowledge the support provided by various organizations mainly in the way of guidance at all stages of Conference preparation and organization. Prominent among them are the Zanzibar National Chamber of Commerce, Industry and Agriculture; ZANEMA and ZATUC.

We are highly indebted to the stakeholders including all officials from NGOs, community Based Organizations (CBOs) and other development partners for their dedication and effective participation during the Conference. The individual contributions in all areas and capabilities are deeply acknowledged.

The Department of Cooperatives in Zanzibar and the leading cooperative stakeholder - the Cooperative Union of Zanzibar (CUZA) deserve special thanks for the cooperation they demonstrated in organizing this successful Conference. On behalf of the Revolutionary Government of Zanzibar, the Ministry of Agriculture, Livestock and Environment (MALE) convey its sincere gratitude to them all.

Khalid S. Mohammed
Principal Secretary
Ministry of Agriculture, Livestock and Environment
Zanzibar.

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ABBREVIATIONS

CUZA	Cooperative Union of Zanzibar
CSO	Civil Society Organization
COOPAFRICA	Cooperative Facility for Africa.
CBO	Community Based Organization.
ILO	International Labor Organization
ICT	Information and Communication Technology
MALE	Ministry of Agriculture, Livestock and Environment.
MAKUZA	Mpango wa Kukuza Uchumi na Kupunguza Umaskini Zanzibar
MUCCOBS	Moshi University College for Cooperatives and Business Studies.
NGO	Non - Governmental Organization
RGZ	Revolutionary Government of Zanzibar
TFC	Tanzania Federation of Cooperatives
ZANEMA	Zanzibar National
ZATUC	Zanzibar Association for Trade Unions
ZNCCIA	Zanzibar National Chamber of Industry and Agriculture
ZNSGRP	Zanzibar National Strategy for Growth and Reduction of Poverty

EXECUTIVE SUMMARY

This report covers the proceedings of the Conference for Cooperative Leaders and Stakeholders held in Zanzibar on the 29th and 30th June 2009. It summarizes the presentations made on various topics such as; draft of Cooperative Development Policy for Zanzibar, review of the Cooperative Societies Act of 1986; a strategy for cooperative development in Zanzibar (which constituted the way forward for the cooperative movement on the Isles) matters related to strengthening cooperative movement in Zanzibar. It was a two day Conference, organized by the ILO in collaboration with the Ministry of Agriculture, livestock and Environment (MALE), and Cooperative Movement of Zanzibar (CUZA). It was held at Zanzibar Beach Resort Manzini, and 154 participants attended where 119 were from Unguja and 35 from Pemba.

Main objectives of the Conference were

1. To review the organization and performance of the cooperative movement on the Isles in the past, - its achievements, problems and shortcomings
2. To review the current state of the cooperative movement - its strengths, weak-nesses, opportunities and challenges
3. To discuss and reach consensus on a common vision and aspirations of the stakeholders on the cooperative movement of the future.
4. To agree on the form and strategy for future cooperative development on the Isles
5. To validate the draft Cooperative Development Policy for Zanzibar
6. To review the current Cooperative Societies Act and decide whether there is cause for its revision.

Power Point presentation, group discussion, brainstorming, and panel contribution were used. Special program was developed to guide the proceedings of the entire event. Mr Amed Khalid was selected to translate the language to allow participants understand and capable to comments accordingly.

The key results obtained include valued comments and contributions on the policy draft; an understanding of existing gaps in the Cooperative Societies Act No. 4 of 1986, and suggestion of stakeholders to review the cooperative Act to make it coping with intended reforms of the cooperative movement. Other results achieved included an understanding of factors that subscribe to successful cooperative development, among which were a good, enabling policy and legal environment, education and training; entrepreneurial attitudes and skill development, member support and effective participation, adherence to cooperative principles and values; appropriate cooperative structure and a

public that is sufficiently aware of the cooperatives and their contribution to social and economic development of a country.

Finally, the strategies for cooperative sector reform was proposed to include developing strategic plan incorporating the twenty-two points covered in Mr Mshiu's presentation at the last session which were approved by the Conference.

CONFERENCE FOR COOPERATIVE LEADERS AND STAKEHOLDERS IN ZANZIBAR

1.0 Introduction

1.1 Background

The Ministry of Agriculture Livestock and Environment (MALE) in collaboration with Cooperative Union of Zanzibar (CUZA) and the ILO Cooperative Facility for Africa (ILO COOPAfrica) organized and conducted a two-day Conference for cooperative leaders and stakeholders in Zanzibar. This Conference was held at Zanzibar Beach Resort Mazizini on the 29th and 30th June 2009.

The Conference was organized for the purpose of inculcating the cohesion and common understanding, as there has never been such an occasion or opportunity for cooperative stakeholders to get together, get know each other and together review their cooperative movement. This allow them to understand their short comings their strength and decide on the destiny of their movement and how to take control of that destiny

It was co-funded by ILO COOP Africa and the Ministry of Agriculture, Livestock and Environment (MALE). The Principal Secretary in the Ministry of Agriculture (MALE) and the Zanzibar National Chamber of Commerce, Industry and Agriculture alternated in chairing the sessions. The facilitators included the consultant commissioned by ILO COOP Africa to work on policy; an official of the Moshi University College of Cooperative and Business Studies, An ILO COOP Africa expert in cooperative development, and experts from both the Department of Cooperative Societies and the Cooperative Union of Zanzibar (CUZA). The Conference programme is attached to this report as Annex I. This report constitutes a summary of the proceedings of the Conference.

1.2 Participants

The total of 154 participants attended the Conference; they included stakeholders from the following categories. 15 delegates were the executive Directors from NGOs and organizations with bearing to cooperatives. 24 delegates from CUZA, and 29 delegates from primary cooperative societies and 6 were founder members of Cooperative movement of Zanzibar. Others were 1 Principal Secretary MALE, 6 district planning officers, 4 Coordinators of MALE Programs, 6 were media people, 16 were Regional and District Cooperative officers and 12 were Conference preparatory team and 35 were delegates from Pemba. Detailed lists of participant's names and categories are attached in table (i) below.

Table (i) Category of participants

SN	Category of participants	Attendance
1	Executive Directors	15
2	CUZA Delegates	24
3	Primary Cooperatives	29
4	Founder Members of cooperative Movement	6

5	Principal Secretary	1
6	District Planning Officers	6
7	Program Coordinators MALE	4
8	Media People	6
9	Regional and District Cooperative Officers	16
10	Preparation Team	12
11	Pemba Delegates	35
	Total	154

The scanned copy of the participants are attached below in (i) below

1.3 Objectives:

This Conference aimed at achieving the following objectives:

1. To review the organization and performance of the cooperative movement on the Isles in the past, - its achievements, problems and shortcomings
2. To review the current state of the cooperative movement - its strengths, weaknesses, opportunities and challenges
3. To discuss and reach consensus on a common vision and aspirations of the stakeholders on the cooperative movement of the future.
4. To agree on the form and strategy for future cooperative development on the Isles
5. To validate the draft Cooperative Development Policy for Zanzibar
6. To review the current Cooperative Societies Act and decide whether there is cause for its revision.

1.4 Conference Expected outputs

- Valuable comments to enrich the draft of cooperative policy would be gathered.
- Practical strategies designed to strengthen the cooperative movement in Zanzibar would be formulated with unanimous or majority approval.
- A way forward based on the strategies above would be agreed on.

2.0 Conference Organization and Methodology

A budget prepared jointly by MALE and CUZA was approved by ILO COOPAfrica, with the latter contributing 90% of it while the remaining portion was covered by the Revolutionary Government of Zanzibar (GoZ). COOPAfrica also prepared a Concept Note (see Annex III). Practical arrangement contributed the rest. A multidisciplinary team of 12 officials from MALE and CUZA was formed to carry out the preparatory work preceding the Conference. The team was divided into four groups each with specific responsibility: preparation of material; finance, and media and coordination.. Four Papers were prepared and presented at the Conference. The topics covered were

- *A Historical Background of Cooperative Movement in Zanzibar,*

- The Draft Cooperative Development Policy for Zanzibar (prepared by ILO COOP Africa consultants)
- *An Analysis of the Cooperative Societies Act No. 4 of 1986*
- *Towards a Strong and Sustainable Cooperatives Movement.*

The Conference programme provided for discussion time after each presentation so that delegates could contribute ideas. Group and plenary discussions featured in all the sessions. Two of the papers were presented in English and the rest in Swahili. Professor Donge and Mr. Ahmed Khalid acted as a moderator to level understanding among participants in both papers presented in English. All comments and contributions from participants were gathered and are incorporated in this report.

The Draft of Cooperative policy which had been translated into Swahili was distributed to participants a few months before the Conference to give them enough time to read and understand the document, thus placing themselves in a better position to contribute effectively to the deliberations on policy.

Some topics were presented via PowerPoint. The papers and other presentations made at the workshop are appended to this report as Annexes.

At the end of the Conference participants were requested to fill-in the evaluation form which helped to assess organization, presentation and objectives of the Conference.

3.0 Conference opening:

The official opening of the Conference was performed by the Honorable Mrs Asha Abdalla Juma, Minister of Labour, Youth Development, Women and Children Affairs. In her speech she explained Zanzibar Vision 2020 and the Zanzibar Strategy for Growth and Reduction of Poverty (ZSGRP) known in Swahili as *MKUZA*. She underscored the point that the cooperative movement has a very key role in implementing *MKUZA*. She called on unity among members for strong and sustainable cooperatives. She assured that, governments will continue to support cooperative development in Zanzibar. On behalf of the GoZ she thanked ILO COOPAfrica for its support in promoting cooperatives in Zanzibar.

The Minister's speech was preceded by brief remarks by Mr Philippe Vanhuynegem, the COOPAfrica Chief Technical Advisor who underscored the potential of cooperatives in job creation and poverty reduction. He pledged ILO's continued collaboration with the Government and the cooperative institutions in Zanzibar to help create a viable, sustainable and vibrant cooperative movement of the future.

The CUZA chairperson Mr. Ndende Juma called for collaborative efforts among stakeholders to revive the cooperative movement on the Isles. On his part the Principal

Secretary, MALE, Mr. Khalid S. Mohammed, who was also the Conference chair person stressed the importance of cooperative in the fight against poverty; assuring the Conference on Government commitment to support the cooperative movement in Zanzibar.

The Conference was officially opened by the Guest of honor Minister of Labor, Youth Development, Women and Children Affairs Honorable Asha Abdalla Juma.

4.0 PAPER PRESENTATION

4.1. Historical Background of Cooperative movement in Zanzibar

The paper was presented by Mr. Suleiman A. Haji from the Department of Cooperative Societies, Zanzibar. He gave an account of the genesis of the cooperative movement in the 1920s in the colonial era, its role in increased production of cloves with strict quality control and provision of extension services to farmer members. He described consumer and savings and credit as the other main types of cooperatives existing. He explained that political and racial discrimination led to the dissolution of the cooperative movement on the Isles in 1965.

Fifteen years later in 1980 cooperatives were re-established following the enactment of Cooperative Decree No 3 of 1979, the establishment of the Department of Cooperative Societies - Zanzibar and the appointment of a Registrar of Cooperatives.

The paper also described the current status of the cooperative movement in Zanzibar, and roles assigned to it under the National Strategies for Economic Growth and Poverty Reduction. Available cooperative statistics were given, showing that a total of 4,751 cooperatives had been registered by May 2009. Types of existing cooperatives and the structure of the movement were also described in the paper.

The achievements scored by the cooperatives were covered, as were the challenges the movement was grappling with. The latter included weak capital base, poor management practices, inadequate education and training and lack of entrepreneurship skills among cooperative members. Current opportunities that cooperatives could exploit included positive and supportive government attitude towards and close collaboration with institutions such as PADEP, MACEMP, education and training institutions, and the ILO. The full text of Mr Haji's paper is appended to this report as Annex (ii)

4.1.2 Discussion by participants:

From the plenary discussion that ensued, following comments were made by participants:

- Politicians should refrain from exerting pressure on people to form cooperatives. Formation of cooperatives should, as far as possible, be spontaneous after people have been enlightened about cooperatives and after they have decided that cooperatives would provide a solution to their needs. Cooperatives should be autonomous and members should be responsible for developing their own cooperatives.

- Effective strategy and provision of initial cooperative education and training to members and leaders (pre-formation education and training) should be pre-requisites for registering cooperatives. A feasibility study should be another pre-requisite.
- Zanzibar's cooperative movement should have focus and clear direction. Measures to rid the movement of external authoritarian interference and control that could hinder cooperatives growth such as those experienced in 1926, 1957, 1964 and 1980 should be devised.
- There is need to have cooperative competition to motivate best performing cooperatives and also to allow others to learn from them. Provision of modern tools and working equipment (for example tractors) was considered important in supporting cooperative production potentials.
- Diversification of the agricultural sector in both cash and food crops should be given attention in-order to boost cooperative growth. There is still an open room to re-organize and make cooperative activities more conducive for youth employment. This would reduce the unemployment pressures and help minimize the scale of drug abuse among youth.
- Effective supervision is a determinant factor for maintaining efficient cooperatives. Achievements records should be documented and used as lessons in the effort to build strong and sustainable cooperatives.
- Sound capitalization was necessary to enable cooperatives engage in such crops as cloves, coffee, coconuts, copra and fishing as part of the diversification process that would help create a strong and sustainable movement with a great potential for generating employment.
- The Government should carry out a survey of the population of coconut and cloves, and availability of arable land for expanding cash crop production. The Government should also put in place measures to curb deforestation.
- There exists a great potential for cooperatives to engage in the tourism the outcome of which would be a strengthened cooperative movement. Initiatives should also be taken to link the cooperative sector to the tourism industry
- Exchange of visits and sharing experience between Cooperative Union of Zanzibar (CUZA) and the Tanzania Federation of Cooperatives(TFC) is critical for exchange of experience, exposure to new ideas, new systems, structures and methods of work. This would contribute significantly to strengthening of the cooperative movement on the Isles.

- Appreciating that the efficiency and effectiveness of a three tier cooperative system (primary cooperatives, secondary societies or unions and an apex organization) can only be achieved through effective member support, special measures should be instituted to assist CUZA and its affiliate cooperative unions re-activate and strengthen their membership base.
- The RGZ should set aside a Cooperative Development Fund. It should also increase the budget of the Department of Cooperatives to enable it promote and strengthen cooperatives more effectively.
- The ILO Coop Africa was requested to take affirmative action in favour of grass root cooperatives so that they may access and benefit from its Challenge Fund programme..
- There was an urgent need for a tri-partite brainstorming between the ILO, CUZA and MALE as the basis for devising strategies for the revival of cooperative unions. Such strategies should also enable cooperative to qualify for financial opportunities from AK and JK Fund. Accessing such funds will go a long way in addressing the problem of weak capital base facing cooperative societies and unions.

4.2.1 The New Draft Cooperative Development Policy

Mr Jan Theron, one of the two ILO COOPAfrica consultants drafted the Zanzibar Cooperative Development Policy made a presentation. He explained the justification for formulating a Cooperative Development Policy for Zanzibar and the environmental context in which cooperatives were operating. He analyzed the strengths, weaknesses, opportunities and threats of the cooperative movement on the Isles. Having explained the universally accepted cooperative identity - (definition of cooperative, cooperative principles and cooperative values), Mr Theron elaborated on the proposed cooperative vision and measures that were necessary to realize it. He then explained the proposed policy objectives and its substance and the roles that were to be played by various stakeholders. Key areas of cooperative development that were underscored in the policy included education and training, financing, research and development. Finally he elaborated on the monitoring and evaluation process necessary for an effective implementation of the policy.

The draft policy is appended to this report as Annex.....

4.2.2 Plenary discussion on the draft policy

In discussing the draft Cooperative Development Policy as presented by Mr. Theron the following comments emerged from the plenary:

- The policy statement (12.3) and the overall aim (Item 4.3) of the Cooperative Development Policy for Zanzibar was not clearly stated. The roles of each stakeholder (Item 11.3) should be clearly defined

- Cross cutting issues such as child labor, impact of establishment of East Africa Community, free movement of people, resources and issues of good governance should be addressed.
- The role of Cooperative Department and that of the Minister should be clearly defined in the policy. Government commitment in capacity strengthening of the Department of Cooperatives need to be declared
- The policy should provide direction for the cooperative movement in Zanzibar. It needs to underscore the point that cooperatives should be run and guided by cooperative principles and values.
- The draft policy should provide for three-tier structure which is member based,
- Establishment of independent audit services,
- Adoption of modern Information and Communication Technology (ICT) by the cooperative movement,
- Establishment of proper financial service (Coop Banking) and coop insurance services.
- The role and significance of cooperative education and training and its modality should be underscored.
- Policy interventions and strategies for their implementation are not quite clear,
- The draft policy lacks a time frame for implementing interventions.
- It should show possible linkages between various actors,
- It should guarantee the security of investments in cooperatives
- The subsidies granted to cooperatives should be addressed.
- The policy made analysis of the gaps in the Cooperative Act no 4 of 1986, which is not proper. Such in depth analysis was expected to be in the Act review process.
- Monitoring and Evaluation (M&E) of cooperative activities need to be designed to fit in with poverty monitoring. The indicators that measure policy implementation should be harmonized with those in MKUZA. So too should the logical framework and work plans
- Comments which have previously been forwarded to ILO in writing should be incorporated in the draft.

4.3.0 ANALYSIS OF THE COOPERATIVE SOCIETIES ACT NO 4 OF 1986.

Mr Jan Theron was the facilitator in this session. He explained the shortcoming and weakness in the current Cooperative Societies Act No 4 of 1986 under which cooperatives in Zanzibar operate. His analysis identified the following flaws:

- The cooperative philosophy underlying the Act is out of tune with current principles, values, trends and practices in cooperative development.
- The Act does not recognize cooperatives or the cooperative movement as autonomous – a factor that inhibits the cooperative movement from independently managing its affairs in compliance with the universal cooperative principles.
- The Act is too prescriptive; it prescribes who shall be a member (Section 14 [1]) with regard to cooperative structure and the objects of primary, secondary and apex the organization.
- It gives the Registrar very broad powers regarding a variety of matters, such as Registration of cooperatives (Section 20 (1)); Approving bank accounts, (Section (28. [1]) Resolution of disputes Section (27 [7])). It is questionable whether registrar has the capacity to exercise all these powers. What is more, these powers are at variance cooperative philosophy requires members to have more powers regarding their cooperative affairs.
- The Act makes no reference to current cooperative principles and values.
- The arrangements of the Act are not clear. It is vague on procedures for registration, supervision etc.
- There are terms and concepts used in the Act that are confusing. For example provisions relating regulations and as rules.
- There is no clarity on the roles of different cooperative structures.
- There are some provisions in the Act that are not applied in practice or are redundant.
- There are issues that are not adequately dealt with at all, example the issue of membership shares - how they are acquired?, entrance into and exit of members out of cooperatives.
- The Act is in English while implementation is in Swahili. As will be the case with the policy document, there will be need to have the revised version translated into Swahili when it has been assented.

- The Act is confusing – especially as regards definition of key terms such as Law, Rules, Regulations etc. On the whole considerable technical revision is essential to produce an Act that is effective in creating a favorable environment for cooperative development in Zanzibar

4.3.1 Plenary discussion on the 1986 Cooperative Societies Act:

Participants made the following contribution in response to the identified gaps.

- The cooperative concept is still perceived as a new phenomenon and the Act in force was reactive to the demands of the situation when cooperative were hastily re-established in 1979. There is need for technical input by lawyers and other experts to revise the Act.
- The feasibility analysis of proposed cooperatives should constitute a pre-condition for registering them. Equally important, close supervision is mandatory for cooperative to succeed.
- Translation of the Act into Swahili is crucial for the majority of its users to understand the requirements.
- Interest on loan while operating SACCOS need legal and technical considerations. There is a feeling that, the concept of interest is in conflict with Zanzibari norms and value
- Section 5 should omit the word “socialist”. Section 4 on the appointment of Registrar and a Deputy Registrar to be Presidential appointment while the rest to be referred to ordinary officers.
- Qualification requirements for Registrar and Deputy Registrar, should be stated in the Act.
- Also the powers of the Registrar should be reduced.
- Section 28 page 16 should provide for the freedom of cooperative members to make decision regarding normal operations such as opening bank accounts and other related matters.
- Section 42 does not explain how the authority of the Minister will be obtained to make formulate Regulations.
- Section 29 (3): The financial year of cooperatives should not necessarily commence on the first day of July.
- There is need to mention establishment of a Cooperative Development Board to supervise all cooperative affairs including management of the Cooperative Development Fund.
- Section 3 (b): The word “agriculture” should be removed. The name Cooperative Department should be mentioned and the roles of the Registrar need to be mentioned.
- Section 42 (1) and 42 should clearly stipulate the registrar to make rules, regulations and why?, other collaborating institutions and stakeholders in cooperatives need to be mentioned in the act.

The plenary discussion concluded that, there is a need to make a major review of Cooperative Act no 4 of 1986 and come up with an up-dated Cooperative Societies Act developed in a more participatory way – one that provides a supportive legal framework for the development of cooperatives on the Isles.

4.4.0 TOWARDS STRONG AND SUSTAINABLE COOPERATIVES MOVEMENT:

This paper was presented by Mr. Suleiman Mbarouk. It outlined the historical background of cooperatives in different stages prior to and after independence. It touched dissolution of cooperative in 1965 and re-establishment of the same in 1979 as a union matter.

The paper highlighted key factors in creating strong and sustainable cooperatives; these were: intensifying awareness and training of community members and leaders; enhancing autonomy of members in running their cooperative affairs; adherence to cooperative values and principles and the creation of a three-tier cooperative structure comprising primary cooperative societies, secondary societies (cooperative unions) and an apex body of federation.

4.4.1 Contributions:

In the discussion that followed this presentation the following points were made:

- There is need to intensify awareness creation and sensitization to potential members. All persons intending to join a cooperative should be aware of the nature of cooperatives, their philosophy and practices prior being admitted as members.

- Strategies for reviving cooperatives should target grassroots cooperatives – i.e. primary cooperatives. Education and training programmes responding effectively to diversified needs and circumstances of potential as well as current cooperative members and their leaders should be designed and administered.
- Networking among cooperatives both at the local and international levels should be reinforced.
- A Board responsible for regulating cooperatives affairs should be constituted. The structure of such a Board should be clearly expressed in the policy.

5.0 Streamlining Responsibilities in Cooperative Development

This session took the form of group discussion.. A total of nine groups were organized to brain storm on what needed to be done, and by whom, in the effort to build a strong and sustainable cooperative movement in Zanzibar. The groups were required to identify the role of Government, apex organization, cooperative unions and societies, also the roles of

training institutions and other stake holders. From the group discussions and the ensuing plenary discussion the following points emerged:

5.1.0 Role of Government:

- Create conducive legal framework and supervise finalization of the policy formulation process.
- Exercise control to ensure that only eligible persons are enrolled as members.
- Ensure that only economically viable cooperatives with sound business outlook are registered.
- Provision of Education and training to community and potential members.
- Developing the capacity to strengthen of cooperatives at all levels.
- Approve new Cooperative Development Policy.
- Establish a new Ministry responsible for cooperative development and strength capacity of cooperative officers and the Department in general in delivering support services.
- Promote new cooperative policy in the community to make them understand its content and application
- Regulate formation of cooperative, provide supervision and follow-up, and carry out dissolution where and when necessary

5.2.0 Role of Apex organization and societies:

- Collaborate with cooperative unions and mobilize community towards strong cooperatives.
- Establish strong linkages and representation of cooperative affairs.
- Establish and maintain open and accountable cooperative system.
- Establish effective links with primary cooperative and cooperative unions for proper coordination and conflict resolutions and identify their training needs and develop their training programs.
- Supervise and support growth of the cooperative movement and ensure its sustainability.
- Assume responsibility delivering information, education and training programme to member societies.
- Employ competent persons to ensure among other things, adherence to laws of the land and enhance application of the by-laws in the cooperatives.
- Monitor production output of cooperatives and look for external markets
- Ensure application of cooperative principles and values in all cooperative practices
- Provide cooperative education and training to members at all levels. Establish linkages with other training institutions for technical support.
- Implement government orders that direct cooperative to achieve intended goals.
- Assess viability of proposed cooperatives before they are formed mobilize fund through subscriptions donation and other external sources
- Undertake measures designed to strengthen cooperatives and create a sound cooperative movement.

- Monitor and evaluate the services offered by cooperatives to their members and provide advice and guidance as appropriate.
- Establish linkage with cooperative movements of other countries.
- To protect the interests of cooperative members and advise the government on identified needs that require attention and support.

5.3.0 Role of training institution

- Identify training needs of cooperators and develop training programs.
- Develop curriculums for cooperatives based on identified training needs, for inclusion in their formal training programs
- Establish joint planning, networking and coordination between cooperatives.

5.4.0 Role of other institutions

- Development partners should be requested to provide support in various ways including working equipment to the Cooperative Department the cooperative movement.
- Financial institutions to make loan provision accessible to cooperatives.
- Funding training programs.
- Media to educate and inform community on cooperative affairs. Cooperatives, on their part, to inform the media on what is going on in cooperatives – including successes and challenges.
- CSOs to supplement government efforts in meeting identified needs.

5.5.1 Concluding Remarks towards strong cooperatives

Professor Donge commented on three key attributes of a strong and sustainable cooperatives; these were:

- Consistent cooperative regulations.
- Pre cooperative education and training.
- Proper vision and suitable organization of cooperative movement.

He pointed out that cooperative should be perceived as normal way of life “Cooperative societies can die but cooperative among people will sustain” There must be system to guide implementation of cooperative affairs. Self consciousness on our strengths, weakness and opportunity around us is crucial. Proper education and training is imperative for real sustainability. It is high time to document all good lessons for future reference while developing implementation strategies.

6.0 STRATEGIES FOR COOPERATIVE DEVELOPMENT IN ZANZIBAR

A presentation was made by Mr Sam Mshiu, who elaborated a twenty-six point strategy for cooperative development in Zanzibar. Some of those points were presented in the Cooperative strengthening strategy paper attached below:

started by recalling the historical background of cooperatives in Zanzibar, he proposed a set of strategies as the way forward. These were:

- Department of Cooperatives to develop the strategic plan / logical framework (Log frame) showing the manner strategies will be implemented.
- ILO Coop Africa to incorporate all comments and contributions forwarded in the policy draft to come up with improved version of Zanzibar Cooperative Development Policy subject for being presented in the higher stake holders workshop.
- MALE should popularize and sensitize the Cooperative Development Policy to the community upon its approval.
- MALE and development partners to strength the capacity of the Cooperative Department in terms of:
 - Increase the number of competent staff.
 - Education and training on professional requirement of cooperative ventures (Accountancy, audit, Economic, Entrepreneurship, savings and credit operations etc)
- ILO Coop Africa to facilitate revision of Cooperative Act no 4 of 1986, to modernize it and to make it cope with the current economic and environmental situation within the framework of new cooperative Development Policy.
- ILO Coop Africa to facilitate translation of new Cooperative Act and new Cooperative Development Policy into simple user friend Swahili language
- MALE and Cooperative department and CUZA to ensure all cooperatives abide to cooperative principles and values.
- MALE to facilitate formation of Zanzibar Cooperative Council that will be responsible for coordinating all cooperative movement affairs in the isles. Such council can be tri-partite formed i.e. Department for Cooperatives on one side CUZA and Chamber of Commerce Industry and Agriculture.
- Department of Cooperatives and CUZA to ensure that all defunct cooperative are written off from the government register so as to have correct number of active cooperatives that exist in Zanzibar.
- CUZA and Department of cooperatives to mobilize community towards formation of new types of cooperative like housing cooperatives, labor contracting, workers cooperatives, tourism cooperatives environmental conservation cooperatives to mention but a few.
- MALE and Department for Cooperatives to liaise with training institutions to include cooperative management curriculum in their training programs while preparing for launching of MUCCOBS branch in Zanzibar.
- Department, CUZA and other development partners to look for means of intensifying cooperative education and training to cooperatives at all levels. The Zanzibar Cooperative Council to liaise with other development partners for funding and to coordinate training programs developed.
- CUZA and Department of Cooperatives to organize training programs to cooperative leaders, book keepers and other employees in the cooperatives movement. Department of Cooperative should ensure all new cooperative receive initial cooperative training before being registered.
- MALE and CUZA to ensure that other Government employees working with cooperatives are trained on cooperative philosophy, principles and values so as to maintain consistence in the messages delivered to cooperatives

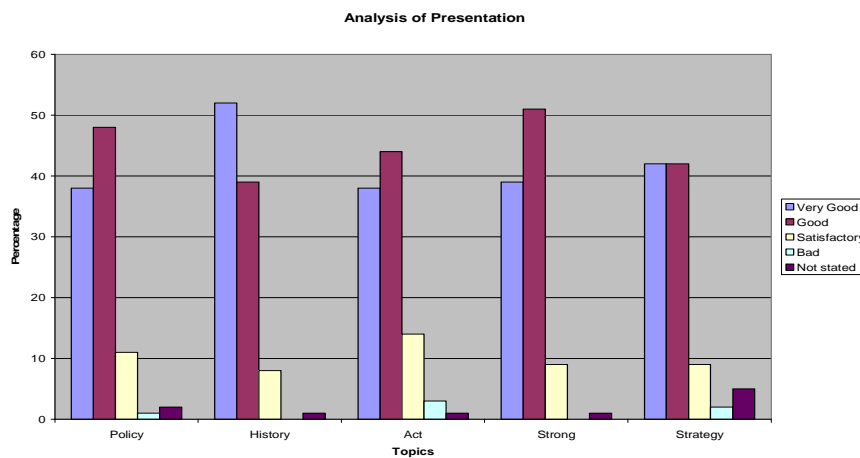
- CUZA and Cooperative Department to organize programs that ensure youth, women and community in general is reached and trained on cooperative affairs through seminars, workshops, tailor made courses study tours etc. Topics like entrepreneurship, management, internal and external audit, market research, pricing techniques, SACCOS management, record keeping and leadership skills are crucial.
- CUZA to sensitize net working and collaboration among cooperatives working in the same industry. Production cooperative like fishing and sea weed growers, animal husbandry, farming cooperatives need to be linked to maximize their synergy potentials. Apex should be strengthened in terms of competent staff and working implements.
- MALE to coordinate her programs and link to Department of Cooperatives when ever a joint intervention into cooperative is required.

7.0 Closing remarks:

During closing event the Registrar of Cooperatives, Mr. Khamis Ussi Ali, registered his profound appreciation to all participants for their cooperation, maturity and constructive contributions which made the Conference successful. He paid special tribute to ILO COOPAfrica and MALE for their invaluable support, and to the team of experts for their commitment and diligent work in efficiently organization and managing the Conference. He pointed out that the RGoZ is committed to supporting cooperative development in the Isles, and urged all stakeholders to give their full cooperation. Mr Ali underscored the important role of the Cooperative sector in alleviating poverty and urged cooperators and all other stakeholders to work together with Government to improve the livelihood of the people through self-help initiatives such as cooperatives. He assured the participants that their comments are valued and will be taken into full account when making the final revision of the draft Cooperative Development Policy, and also in the revision of the Cooperative Societies Act. Their views would also be seriously considered when finalizing the Cooperative Development Strategic Framework. Finally he called upon the guest of honor to officially close the Conference.

Mr. Ali M. Vuai from the Chamber of Commerce who chaired the Day Two session was the guest of honor at the closing ceremony of the Conference. Having thanked all those who contributed towards the success of the Conference. He paid special tribute to MALE and ILO COOPAfrica. He expressed his appreciation for all efforts made to produce the draft Cooperative Development Policy, and assured the delegates that all contribution made would be considered. Mr Vuai appealed to ILO COOPAfrica to continue extending its support to the Government of Zanzibar in revising the Act as well reforming the cooperative movement in Zanzibar. He finally wished all participants to have safe travel while back to their home places. The Conference was closed at 5. 15 pm.

8.0 Evaluation of the Conference



Evaluation Comments

Most of the participants said the Conference was good and well organized. The objectives were met and it helped strengthen the foundation for developments of strong cooperatives in Zanzibar. Some of participants said that the Conference documents were not enough and suggested that they should be circulated to Conference delegates at least one week in advance. The duration of the Conference was not enough, especially when discussing important issues of policy. There should be regular conduct of such kind of Conference at least once a year. Hotel services needed to be improved, especially with regard to availability of water in the washrooms. Others mentioned that for a large group of participants the venue is not conducive. Some suggested the separation of stakeholders implying that the next Conference should be more homogeneous. Some contributions made were out of context; it was suggested that in future meetings of this kind the chairperson should exercise more control to ensure that this does not happen again. Some participants were concerned that implementation of the resolutions was going to be a formidable task. There was a suggestion for government and political party leaders to be invited to meetings of this kind in order for them to understand the concept of cooperatives. Concerned was aired that there was a very low representation of youths in the Conference.

9.0. Conclusion

This Conference was a unique event in the history of cooperative movement in Zanzibar. It enabled a broad section of Cooperative Stakeholders on the Isles to brainstorm on the key issues affecting development of the cooperative movement in Zanzibar. Many suggestions and constructive recommendations were made that are likely to contribute significantly to the process of reviving the cooperative movement in Zanzibar. It is anticipated that, all stakeholders will play their respective roles in implementing the Conference resolutions so as to achieve effective cooperative reform and programs that will ensure the emergence of a vibrant, member-centered, sustainable, viable and autonomous cooperative movement based on universally accepted cooperative principles and values. A movement that will play a key role in shaping its members destiny, in creating prosperity and eliminating poverty, and in achieving the aspirations embodied in MKUZA.