



International  
Labour  
Organization

# ILO and Cooperatives

COOPERATIVE PROGRAMME (EMP/COOP)

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## Editorial

*“All the evidence we have shows that the most significant source of new employment will come from entrepreneurship and small and medium-sized enterprises (SMEs) in the private sector, including cooperatives or similar organizations which are a rapidly expanding part of the economy.”*

Report of the Director-General: A New Era of Social Justice  
International Labour Conference, 100th Session, 2011

Youth, migrant workers, renewable energy and the social and solidarity economy are just a few of the issues addressed in this COOP News alongside our regular updates.

The focus of this year’s International Day of Cooperatives allows us to highlight the potential of the cooperative model of enterprise to address unacceptably high levels of youth unemployment and provide options to young people who are seeking change in their societies – change that is democratically rooted and able to address the pressing environmental and ethical issues with which we are all faced. Our report on a new area of work on migrant workers shows the potential that cooperatives can have in providing access to financial services and providing a model for business activities. And the new study on renewable energy cooperatives provides insights on how people around the world are finding ways to have a say on how energy is produced at affordable costs.

We provide updates on the important work of the Cooperative Branch (EMP/COOP) in the area of cooperative policy and

law, the required frame to enable people to use the model of enterprise to its fullest extent. We report on the implementation of the OHADA (Organization for the Harmonization of Business Law to Africa) Uniform Act on cooperative societies as well as the work undertaken in this area in the scope of the *ILO Cooperative Facility for Africa – COOP<sup>AFRICA</sup>*.

The International Year of Cooperatives (IYC) 2012 is also an area of preparatory work for ILO and EMP/COOP in particular. Here we share information on the United Nations Expert Group Meeting which was convened to assist in drafting a plan of action for the Year. The presentation on EMP/COOP’s pilot project on cooperative statistics has led to a recommendation that the IYC and its follow-up include a focus on this aspect of work, reinforcing ILO Recommendation 193 on the need for reliable statistical data on cooperatives. More information on the Year can be found in the fourth issue of our IYC brief.

We announce the holding of a second ILO Social and Solidarity Academy in October 2011 and invite participation.

We also briefly provide you with a snapshot of our EMP/COOP activities at the global, regional and national level.

Finally, continuing in our knowledge sharing, we provide you with some news and information on cooperatives. We hope that this inspires you to seek out more information and think of the cooperative option in your own areas of work.

Comments and questions on the contents of this newsletter or on other aspects of the work of EMP/COOP are always welcome.

**Maria Elena Chavez**



See also the fourth issue of our regular briefs on the activities in preparation of the **International Year of Cooperatives 2012**

## International Day of Cooperatives 2011: “Youth, the future of cooperative enterprise”



Participants at a global youth cooperative meeting.

they find is that the cooperative model of enterprise can offer them opportunities to create their own businesses or be employed with enterprises that address young people's concerns for democratic, responsible and ethical business operations; they can provide good quality, and affordable products and services and provide capacity building for the future.

And yet, the option of forming or joining a cooperative is not always presented to them. Too often young people are not aware of the cooperative model of enterprise - they do not learn about cooperatives in school as cooperatives often do not figure in school curricula. They may also not realize that the products and services that they use are provided by cooperatives, and may simply not understand the difference between a cooperative and other forms of enterprise – a challenge that cuts across generations.



Future cooperators in a cooperative run creche in Iran.

Young people are increasingly faced with challenges – difficult job markets, high prices for products and services, a desire to be an entrepreneur but with little start-up capital, the wish to be able to have a say in their business or in how business is done in other enterprises. Thousands of young people are turning to cooperatives to address these issues. What

## International Day of Cooperatives 2011



It is for this reason that the annual celebration of the United Nations International Day of Cooperatives this year focuses on youth as the future of the cooperative movement and highlights how the cooperative model of enterprise can successfully empower youth.

The cooperative movement, governments, and all cooperative stakeholders are invited to share their experiences on how young people are taking advantage of the model and making sure the young people have access to information on cooperatives.



Students learn about cooperatives at the Gimnasio Los Pinos in Colombia.

Regular programmes for the promotion of cooperatives in schools do exist but are still not very common. In some countries, students learn about cooperatives by doing. These cooperatives can operate in providing school supplies and books, helping students in learning about financial basics with savings and credit cooperatives or managing a student café.

Young people are at the heart of many successful enterprises like the Mountain Equipment Cooperative (MEC). MEC was started by six students forty years ago. Today it is Canada's leading outdoor retailer with retail sales of C\$ 261 million (see more information page 12).

Young people also find self-employment through cooperatives in many areas of work including IT services, music, sport and leisure and the more traditional sectors. And for cooperative employees, young people echo the statement made by one 23 year-old, “A great benefit of co-ops is the chance to see democracy in action in an environment where people have a say in the business or organizations where they work”. In fact, young people involved in cooperatives tell us that they are “passionate” about cooperatives. Why? In the words of the young cooperators, “because it puts people first and cares about the environment in which we live. Co-operative values and principles make peoples' right to enjoy life in a decent way a reality”.

*This year, the International Day of Cooperatives will be celebrated on 2 July 2011 around the world.*

## ILO to hold Second Academy on the Social and Solidarity Economy 24 – 28 October 2011, Montreal, Canada

The ILO holds that “productive, profitable and sustainable enterprises, together with a strong social economy and a viable public sector, are critical to sustainable economic development and employment opportunities” (*ILO Declaration on Social Justice for a Fair Globalisation, 2008*).

The concept of a social economy cuts across all four dimensions of the ILO’s Decent Work Agenda. It has been receiving increased attention since the economic crisis which questioned the current economic thinking and opened a space for thinking about the need to promote a diversity of enterprise.

ILO’s capacity building initiative on the social and solidarity economy came out of the recommendations made during the ILO Regional Conference on Social Economy in Johannesburg, South Africa in October 2009. Accordingly, the first training academy, ILO Social and Solidarity Economy Academy (SSE Academy), was organized in October 2010 by the International Training Centre of the ILO (ITC/ILO), in Turin, Italy. This inter-regional training opportunity brought together practitioners from around the world to share their experiences and meet leading SSE specialists.

A second Academy is planned in October 2011 to be held in Montreal, Canada following the *International Forum on the Social and Solidarity Economy* where 1000 experts, practitioners and actors in the sector are expected.

The aim of the SSE Academy is to generate a better understanding of the concept of a Social and Solidarity Economy and strengthening its impact through the creation of a community of practice on the subject.

At the close of the Academy, participants will not only have a clearer understanding of the Social and Solidarity Economy but also have a better understanding of its impact on areas such as employment creation, social protection, environment, green jobs, legal and policy environment, informal economy and local economic development. They will also be able to make use of tools and approaches to effectively promote SSE initiatives and take actions within the context of such initiatives.

The ILO is coordinating the preparation of the *Reader 2011 on Social and Solidarity Economy*, a compendium of texts and commentary that provides

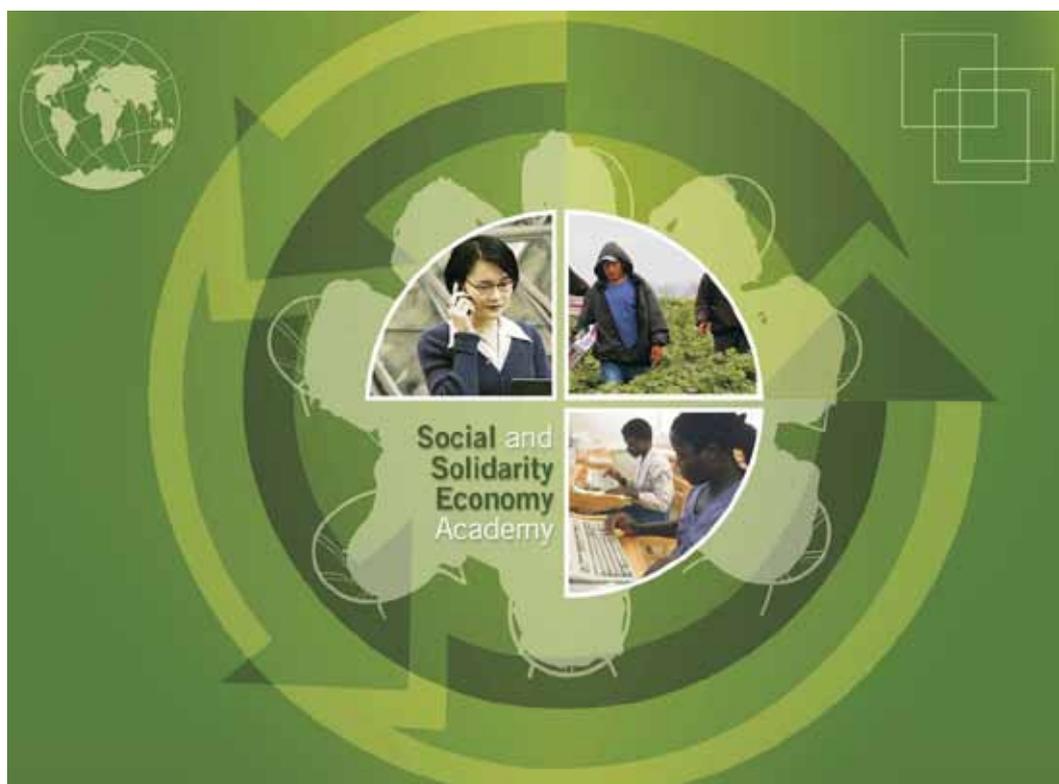
an overview of the topic. It is being organized with the help of a team of high-level experts from Africa, North and South America and Europe. Reviewed by equally high-level ILO experts and partner organizations, the 2010 and 2011 ILO Readers on SSE constitute the backbone of the training package to be delivered during the Academy.

The SSE Academy will be structured to include morning plenary sessions on five thematic areas and afternoon sessions on elective topics. Participants will be free to choose the electives in which they are interested and will provide an opportunity to share knowledge; discuss concrete applications of a Social and Solidarity Economy at national and regional level; and draw up lessons for further research, projects and policy making.

### Who should attend

The Academy is designed for practitioners and actors from Social and Solidarity Economy entities, as well as policy makers and researchers from Africa, Asia, America, Europe and the Arab States who are interested in learning more about the concepts and application of a Social and Solidarity Economy. This includes people who are willing to share their experience and learn from others, as well as get involved in a community of practice on SSE:

>> For more information please contact:  
[socialeconomy@itcilo.org](mailto:socialeconomy@itcilo.org)



## Cooperatives address Migrant Worker Challenges

Increasingly, cooperatives of and for migrant workers service the specific needs of workers in their host countries as well as when they return home. Experiences of how migrant workers are filling the gap in products and services by forming or joining cooperative enterprises can be found around the world. The ILO Cooperative Branch and the International Migration Programme have started a promising collaboration of looking at the potential of cooperatives in addressing migrant worker challenges.

A regional conference, "Improving Governance of Labour Migration through Tripartite Policy, Practice and Coordination", organized by the Ministry of Labour and Social Protection of Kazakhstan together with the ILO and its International Training Centre was held in Astana, Kazakhstan (29-31 March 2011) during which the potential of cooperatives in contributing to the economic and social development of the societies in Central Asia, including migration policy and practice, was examined.

Several success stories on the migrant cooperatives in migrant communities were presented during the special working session, including the experience of returning migrant workers in Indonesia, the potential for employment creation in Mali and Senegal, and of safer and more affordable remittance schemes.

In Indonesia thousands of migrant workers returned home due to economic and financial crisis. However, the crisis turned

into a new opportunity for some of the former migrant workers as they established a cooperative specifically designed and targeted at former migrant workers and their families. To resolve the challenge they faced in accessing financial institutions with their low incomes and little savings, they formed a cooperative. Established in 2005, the cooperative taps the potential market of migrant workers providing financial products and services tailored to their needs. Together with the ILO through its Cross-Border Labour Migration Project, the cooperative expanded its services by providing management and Start Your Business training. This training has stimulated many former migrant workers to start up their business. Today, the cooperative provides a wide range of products from food and agricultural goods to fertilizers and micro-credit. With a total of 29 members covering 100 migrant families, the cooperative now holds total assets of USD 13,000. Its membership continues to grow as members benefit from the productive use of remittances, credit for health and education as well as income generating activities. Since last year, the cooperative has been formally registered at the District Cooperative Office.

Another recent example is the preparation of the ILO technical cooperation project addressing the lack of rural employment opportunities and labour migration pressure in rural areas in Mali and Senegal through the development of cooperatives sup-



*Participants of the regional conference.*

ported by social and financial remittances (MIGCOOP). Through the development of cooperatives, the project aims to provide employment opportunities to nationals in origin countries and migrant workers who intend to return to their countries of origin. The project will particularly support the development of cooperatives in high migration pressure rural areas. A diagnostic study will be carried out in the first phase of the project to assess the relevant production/economic activities and identify how cooperatives can support local development.

Cooperatives are also helpful in sending and receiving remittances. For example, savings and credit cooperatives, sometimes known as credit unions, are engaging in providing a system that provides safe and affordable money transfer products and technologies between cooperative financial institutions. The World Council of Credit Unions is already assisting credit unions with a remittance programme in Bolivia, Ecuador, El Salvador, Guatemala, Kenya, Mexico Nicaragua, Peru and the United States.

Other experiences with using cooperatives for the transfer of remittances exist. These introduced a way of doing online, international account-to-account money transfers. The cooperatives may also be used to improve access to financial services,

both for remittance senders and recipients, by linking remittances with other financial services such as bank accounts, savings and loans. A study conducted by the African Development Bank highlights the strong relation between the migrants' level of qualification and the utilization of funds transferred.

Migrants occupying low-skill jobs transfer 10 to 15% of their income as family consumption support to beneficiary households. Better qualified or higher paid migrants allocate most of their remittances to investment in their countries of origin. The use of savings and credit cooperatives would not only increase the financial democracy in rural areas of the country of destination, but also promote entrepreneurship and income-generation. Saving and credit cooperatives are normally seen as being a more welcoming environment and better approachable for remittance recipients. Cooperatives in the countries of residence might be able to provide further education on these matters and business advice.

The delegates of the regional conference found the experiences shared promising and it was agreed that a special feasibility study on the potential of cooperatives for addressing migration issues will be produced.

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## Experts Highlight the Distinctive Nature of the Cooperative Business Model

Cooperative practitioners, academics, key United Nations agencies and government officials met in Ulan Bator, Mongolia, on 3-6 May 2011 to discuss the promotion of cooperatives during the upcoming International Year of Cooperatives in 2012 and beyond.

"The meeting was definitely a success," said Donald Lee, Chief of the Social Perspective on Development Branch of the Division for Social Policy and Development in UN DESA. "The high quality presentations and discussion focussed on the distinctive nature of cooperatives, and their unique contributions to sustainable social and economic development."

Experts highlighted the need to educate both decision-makers and the general public about the distinctive nature of cooperatives, and to promote better understanding and appreciation of the value-based structure and operations of the cooperative business model.

The expert group stressed that one important means to achieve this is to develop and promote more practical and illustrative research. They recommended wider dissemination of existing research on cooperatives through more effective and accessible communications, including the utilization of modern communications technology. There also should be a focus on research that complements theory with practice and practical experience so as to involve cooperative enterprises in both the framing and dissemination of such research. In this regard, the experts strongly recommended more concerted efforts to develop and support the collection of economic and social data on

cooperatives consistent with existing standards for other business enterprises.

In addition, experts considered a range of strategies to raise the visibility of cooperatives and their unique contributions, and to promote cooperatives as potential schools of democracy and self-reliance at the local level. Among their recommendations, the expert group highlighted the mainstreaming of cooperatives into the curriculum and syllabus of schools, as well as social-, economic- and business-oriented education, and the sensitization of the media to the nature, role and contributions of cooperatives.

Experts proposed strategies for establishing effective policies, laws and regulations that would provide a nurturing and enabling environment for cooperatives. They stressed the need for evidence-based planning by policy makers, underscoring the importance of data collection and the dissemination of knowledge about cooperatives.

The meeting also recommended that cooperatives themselves should continue promote good practices, and prioritize good governance and leadership in their internal structures.

The outcome of the meeting will be an important input to the planned outcome document of the International Year of Cooperatives. This outcome document is expected to present an international plan of action to Member States at the conclusion of the International Year.

## Mongolian Cooperative Movement celebrates its 90th Anniversary

Ninety years have passed since the first cooperative, the Central People's Cooperative Association, was founded in Urga. Today, the movement provides 59,000 jobs and sustains the livelihoods of thousands with reported sales of 30 billion Tögrög or USD 24 million. It is also seeing a significant increase in membership thanks to the cooperative development centres established in 17 or the 21 regions or aimags.

Cooperatives are found in the agricultural and livestock (herders), trade and consumer, industrial, production and service, and savings and credit sectors. Local cooperative societies and federations are affiliated to the six national sectoral associations. In 2008, these associations established the Mongolian National Cooperators' Association which is now the cooperative apex organization. Its mission is to define development strategies and policies for the Mongolian cooperative movement and to provide suggestions for reforms aiming at an enabling environment.

The Mongolian government has recognized the importance of cooperatives for the socio-economic development and is seeking to support cooperative promotion and development not only in its own country, but also ensuring that the international community recognize the potential of the model of enterprise. As such it was the initiator of the United Nations General Assembly Resolution that proclaimed the UN International Year of Cooperatives 2012.

Today, the Mongolian constituents of the ILO are working with the Cooperative Branch to identify ways to support the further growth and development of the cooperative movement Mongolia.



© Ministry of Nature, Environment and Tourism of Mongolia.

## Update from COOP AFRICA

The *ILO Cooperative Facility for Africa* – COOP<sup>AFRICA</sup> ([www.ilo.org/coopafrika](http://www.ilo.org/coopafrika)) – is a technical cooperation programme for the promotion of cooperative development in Africa (2007-2011). From the ILO Office in Dar-es-Salaam, COOP<sup>AFRICA</sup> covers 9 countries in Eastern and Southern Africa with support of the Cooperative Branch (EMP/COOP) of the ILO in Geneva.

### Zanzibar

#### Regulations for Zanzibar Cooperative Act

Having supported the Government of Zanzibar revise its outdated Cooperative Societies Act, ILO COOP<sup>AFRICA</sup> is now collaborating with the government in preparing regulations that will empower the Registrar of Cooperatives to enforce the Act. Lack of such regulations was one of the many flaws that rendered the previous Act ineffective in promoting cooperatives in a changing environment.

In May, a legal expert commissioned by the ILO was in Zanzibar consulting with various senior Government officials – including the Attorney-General – before drafting the regulations. The first draft will be available for a validation at a workshop scheduled for the end of August 2011 with the final draft of the regulations expected to be submitted to the government by the end of October 2011.

#### Cooperative Data Management System for Zanzibar

A major challenge to cooperative development in most of Africa is information management. There is an acute lack of data on cooperative in areas such number of cooperatives, types, locations, performance status; strengths, weaknesses, opportunities and challenges; assets and liabilities, etc. Information is also crucial in enhancing efficiency in planning, management, productivity, use of resources, in rapid and accurate decision-making and in monitoring policy and legal compliance. Yet, almost invariably, data on cooperatives is inadequate, outdated and often unreliable.

In recent years countries such as Tanzania, Lesotho, Kenya and Uganda have introduced the Cooperative Data System (CODAS) pioneered by the International Cooperative Alliance (ICA), and are heading towards establishing a reliable and lasting information management system that will ensure easy access to data for the purposes discussed above. Most other countries are still grappling with the problem of data deficit.

In Zanzibar as in other countries the problem of lack of data has been constant. Typically, for example, the available figures on the number and type of existing cooperatives and their locations have not been verified for over thirty years. As there is no system of monitoring to establish the active, the inactive and the non-existent, the data is hugely inaccurate.

In response to a request from the Government of Zanzibar the *ILO Cooperative Facility for Africa* is assisting in the development of a *Computerized Cooperative Monitoring and Analysis*

System (COCOMAS) operated by the Department of Cooperatives under the Ministry of Labour, Economic Empowerment and Cooperatives.

A training workshop in cooperative data for senior cooperative officers from Unguja and Pemba will be held in Zanzibar from 30 May to 1 June 2011. The officers will be trained in cooperative data capturing methods, and participate in the design of a data capturing tool that will be field tested during the workshop. Guidelines on the operation and management of COCOMAS will be provided. After the workshop participants will be expected to gather data from various parts of the Isles and provide it to a data centre at the Department of Cooperatives. A more advanced training on the operations of the COCOMAS and widespread use of the data collected will follow.

#### **COOP<sup>AFRICA</sup> Challenge Fund to support New Projects**

Six proposals have been selected by COOP<sup>AFRICA</sup> in the fifth call for project proposals in 2011. Through this round, the COOP<sup>AFRICA</sup> Challenge Fund supported initiatives implemented by cooperative support organizations for the benefit of women and/or youth. The Call was open to four African countries – Kenya, Rwanda, Tanzania Mainland and Uganda. Projects could be supported on a cost-sharing basis with grants of up to 20,000 USD. The list of approved projects is as follows:

#### **Kenya – Cooperative College – Empowering ‘Yatta South Women Help Group’ Through Capacity Building in Cooperative Management and Formation of Cooperative**

The project aims at empowering women’s groups weaving baskets and selling them locally and internationally. Women will be assisted in registering a cooperative society to market their baskets and increase access to financial services. They will also be trained in pre and post cooperative business management education and value addition.

#### **Rwanda – Cooperative Training and Research Center (IWACU) - Women’s Empowerment Income generating Project in Rural Areas**

The project will support young women and men in the Gicumbi District, in the Northern Province, through training in poultry and managerial skills, technical capacity building and in-kind loans to enable them to run a home-based poultry business and breed chickens for sale.

#### **Rwanda – Trends-Pro Inc. – Co-op Enterprise**

The project will focus on strengthening existing cooperatives especially in building up their capacities among others on business plan development, marketing of their products, risk management etc.

#### **Tanzania – Dunduliza - Increased Incomes of Women and Youth, Cooperative Members of Tandale SACCOS through Steady Creation of Decent Work**

The project will train women and youth members of Tandale SACCOS (8,032 members) in entrepreneurship to enable them to seize business opportunities. Through participatory approaches, the project will review any barriers that block women and youth from becoming members and accessing credit in Tandale SACCOS and develop suitable loan products.



#### **Tanzania – Kilimanjaro Co-operative Bank Limited – Awareness Building and Economic Empowerment for Women in Kilimanjaro Region**

The project will support 240 women from three districts of the Kilimanjaro region and provide them with the necessary knowledge and skills to produce more efficiently and to organize marketing through their cooperatives, hence increasing production, incomes, and ultimately improve the livelihoods of their families.

#### **Uganda – Organisation for Rural Development – Enhancing the Soundness and Efficiency of Rural Savings and Credit Associations**

The implementation of the project shall mostly rely on building capacity of the four sub-county saving and loan cooperatives through training. The project will also ensure that clear systems, procedures, policies, regulations are in place and functioning efficiently and effectively. A number of training sessions will be conducted for the different segments of members in the following areas: organizational/institutional development, team building and leadership, business planning and management, sustainability and growth, loan management and savings as well as enterprise development and farming as a business.

*COOP<sup>AFRICA</sup> congratulates once again all successful applicants and would like to thank all national Focal Points and National Advisory Groups for their support.*

## Renewable Energy Cooperatives

Greenpeace has gone cooperative – at least energy-wise. *Greenpeace Energie e.G.* ([www.greenpeace-energy.de](http://www.greenpeace-energy.de)) is the largest energy cooperative in Germany with 20,000 members and more than 100,000 clients – and the numbers are rising. For more than 10 years, they have generated and supplied their members and clients with green energy for affordable prices.

The environmental movement is not alone in discovering the cooperative business model for renewable energy - Germany has recently seen a rise of activities in the area of energy cooperatives. Founded by citizens that have a strong bond with their region and who are socially engaged and practice solidarity, energy cooperatives are giving their members the ability to decrease their energy dependency on the big provider companies. The energy cooperative sector is actually the fastest growing cooperative sector in Germany (see *COOP News*, issue 3/2009, p. 5).

But why are they choosing the cooperative enterprise form? The Cooperative Branch of the ILO has undertaken a good practice study to see what has driven people at various times during the 20th century and in various countries and regions of the world, to create energy cooperatives – and what has made them sustainable. The study concludes that in all countries and continents, irrespective of the type of energy cooperative, people simply want to have access to electrical power, which is affordable and for which they can have a say in its production and distribution.

The organization and functioning of a cooperative caters well for these needs while, at the same time, also ensuring that the energy services are reliable. It is this combination of environmental and local engagement – without losing sight of one's own finances - that has led people to think about the cooperative way of producing and distributing energy. They appreciate

that cooperatives are enterprises with a double bottom-line – they must be profitable, but by definition, they also have to take into account the social and cultural interest of their members – and are evaluated, and in some countries even audited, on this basis. This evaluation in a number of cooperatives can also include other concerns, such as the community but also ecological sustainability.

But what is required to promote energy cooperatives? Are they only viable in countries where the government provides high subsidies for the model? Can they only have a chance in areas where good electricity infrastructure already exists given that investment costs tend to be quite high? Our findings point in a different direction.

In general, scholars and practitioners point to the United States as “the” example of successful rural electrification through cooperatives. In the mid-1930s, almost 90% of all rural households lacked connection to the electricity grid. Twenty years later and thanks to rural electric cooperatives nearly all American farms had and continue to have electrical service. The progress was made possible through a programme largely subsidized by the state. However, this is not prerequisite.

In Argentina, energy cooperatives have grown to be successful without state subsidies or a well-developed electrical grid. Electricity cooperatives were first established in 1926 when the “Cooperativa Eléctrica de Punta Alta” was formed out of discontent with the rural electricity policy established by big electricity companies. However, it was only in 1970 that the first national plan for rural electricity supply was developed. By 2005, 58% of rural electricity in Argentina was provided by cooperatives.

Energy cooperatives continue to find relevance in today's economic and social context as seen by a growing energy cooperative movement in Bangladesh, Denmark, Costa Rica, Nepal, or Uganda to name only a few.

The *good practices* that the study highlights include not only rural electrification initiatives but also cooperative financing for renewable energy (Kenya), energy safety hubs (South Africa), cooperatives using waste products for energy production (India), biomass district heating systems (Austria and Germany) and wind power cooperatives (Denmark).

The study underlines that concern for the environment is at the heart of the cooperative movement. The cooperative model allows not only the production and distribution of energy, but also lends itself to being “energy sensitive” in accordance with the spirit of the cooperative values and principles.



- Cooperative Education and Training - Education et formation coopératives -  
- Educación y formación cooperativa -

## Ecole de Management Strasbourg

UNIVERSITÉ DE STRASBOURG

[www.em-strasbourg.eu](http://www.em-strasbourg.eu)

### L'Ecole de Management Strasbourg

De plus en plus, les universités en Europe s'intéressent à l'enseignement de la gestion des coopératives. Le 29 avril 2011, le Service des coopératives du Bureau international du Travail (BIT) est intervenu devant les professeurs et les étudiants de l'Ecole de Management (EM) à l'Université de Strasbourg en donnant un cours sur les activités coopératives de l'organisation.

L'Ecole de Management Strasbourg est reconnue comme la 'business school' de l'Université de Strasbourg. Ce modèle,

calqué sur les références internationales, lui permet de combiner les apports académiques avec le soutien de l'université tout en s'appuyant sur de solides partenaires d'*EM Strasbourg-Partenaires*, fort de 160 entreprises, et de celui du réseau de ses 11 000 diplômés.

L'EM Strasbourg a pour ambition de former des managers capables de s'adapter aux nouveaux défis du management de la mondialisation et la numérisation de l'économie. Elle insiste sur la transmission des valeurs sur le management du développement durable, de l'éthique et de la diversité. D'ailleurs c'est dans ce domaine que l'approche coopérative est prometteuse.

La ville de Strasbourg a une longue tradition coopérative. C'est à Strasbourg en 1920 qu'Albert Thomas, premier directeur du Bureau internationale du travail (BIT) a dit en s'adressant au Congrès national coopératif: «Il m'a paru que le Bureau international du travail devait être, dans l'ensemble de la Société des Nations, l'institution solide à laquelle devait se rattacher le Mouvement Coopératif».

- In the News... - Nouvelles... -  
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THINK AFRICA PRESS, 6 May 2011

### Director of Regional Office for Africa: "We cannot have people trapped forever in the Informal Economy"

An interview with Mr Charles Dan, the Director of the ILO Regional Office for Africa, was conducted on the occasion of his participation at the World Economic Forum on Africa (Cape Town, South Africa, 4-6 May 2011). Mr Dan explained ILO's work in promoting the concept of social and solidarity economy in Africa. He emphasized that "the social and solidarity economy is the best lift between the informal and the formal economy" and urged the governments to pay attention to this concept. "We should help policy makers, social actors and the population at large in Africa to think in terms of three economies rather than only a dual economy: formal or informal". Mr Dan explained the function of the social and solidarity economy as a "bridge" between the informal and the formal economy in light of the Decent Work Agenda. He also mentioned the Social Economy Academy that will take place this year in Montreal, Canada (see separate article, p. 3).

>> For the full article:

<http://thinkafricapress.com/development/ilo-africa-director-we-cannot-have-people-trapped-forever-informal-economy>

FORTUNE MAGAZINE,  
Vol 163, No.7, 27 May 2011

### US Cooperatives on the Fortune 500

Fortune magazine listing of the 500 largest corporations in the United States this year again includes cooperative and mutual enterprises. The list ranks enterprises by revenues and provides a range of economic information.

Cooperatives in the agricultural sector are best represented. CHS (formerly Cenex Harvest States Cooperatives) ranks at 103 on the Fortune 500 with revenues of USD 25,267.9 million, but ranks number 3 in the Food and Grocery Industry list. Land O'Lakes ranks 218 up from 226 last year.

Mutuals often operating in the insurance sector, where US legislation does not allow cooperatives to be formed, are also included. Nationwide insurance, legally registered as mutual, but operates like a cooperative. It ranks 127.

>> See full list of Fortune 500 largest US corporations:  
<http://money.cnn.com/magazines/fortune/fortune500/2011/>

- Cooperative policy and law - Politique et droit coopératifs -  
- Política y derecho cooperativa -

## La promoción de las cooperativas en Bolivia

En Bolivia, existe desde hace algunos años un nuevo reconocimiento del potencial del cooperativismo para el desarrollo económico y social del país. Sin embargo, en términos generales, el sector cooperativo de aquel país está en plena construcción de una política coherente por parte del Estado. La Dirección General de Cooperativas en Bolivia, dependiente del Ministerio de Trabajo Empleo y Previsión Social, ha elaborado un plan estratégico institucional cuyos ejes principales están orientados a finalizar el anteproyecto de Ley General de Cooperativas, actualmente en proceso de discusión y aproba-

ción, y fortalecer las cooperativas productivas y de servicios en varias regiones del país. Este proceso se desarrollará con la participación de una pluralidad de actores públicos, privados los actores sociales y de la sociedad civil, involucrados en el desarrollo cooperativo, en base a un conocimiento específico de la situación del sector cooperativo en el país y su contribución al trabajo decente como al desarrollo económico y social. La implementación del marco jurídico tomará en cuenta las experiencias de otros países de la región, para lo cual se documentarán estudios de casos y análisis de buenas y malas prácticas.

## Perú: Promulgación del Ley del Acto Cooperativo, Ley N° 29683

La Ley N° 29683, que precisa los alcances del artículo 3 y 66 de la Ley General de Cooperativas, ha sido promulgada el 13 mayo de 2011 en el Perú. Dicha Ley precisa las normas de la Ley General de forma a que los actos cooperativos, los cuales se definen como actos internos entre las cooperativas y sus socios a fin de cumplir su objetivo social, no sean considerados como actos mercantiles y por tanto no sean sometidos al impuesto sobre la renta y al Impuesto General de Ventas.

La Alianza Cooperativa Internacional saluda dicha Ley por su gran relevancia para el cooperativismo en el Perú y que pone fin a la inestabilidad tributaria de las cooperativas.

El Presidente del Congreso de la República del Perú, el Señor Zumaeta, comentó: “el Congreso hace justicia porque

después de muchos años se reconoce legalmente en qué consiste, desde el punto de vista tributario, el acto cooperativo a su interior y el trabajo de sus socios”. Declaró que “esta ley beneficiará a miles de cooperativistas de todo el país y a cientos de miles de familias que viven de esta actividad productiva” (cf. note de prensa de ACI Americas).

>> Para más información:

<http://www.aciamericas.coop/Peru-promulgan-Ley-del-Acto> (en español),

[http://www.cuinsight.com/456/media/news/peruvian\\_cooperative\\_law\\_becomes\\_reality.html](http://www.cuinsight.com/456/media/news/peruvian_cooperative_law_becomes_reality.html) (in English).

## Atelier de formation: l'Acte Uniforme relatif aux Droits des Sociétés Coopératives de l'OHADA

L'Organisation pour l'Harmonisation en Afrique du Droit des Affaires (OHADA), a adopté l'Acte en décembre 2010. Un atelier sera organisé dont l'objectif principal est la formation des formateurs. Les participants des pays membres de l'OHADA auront à:

- s'approprier le contenu technique de l'acte uniforme;
- adopter le manuel de vulgarisation;
- élaborer un plan d'action de vulgarisation de l'acte uniforme à court et à moyen terme.

Les ateliers sont planifiés pour le dernier trimestre.

Les groupes cibles sont les mouvements coopératifs, les tutelles administratives et techniques des coopératives, les

magistrats et avocats, les professeurs de droits et d'économie, les écoles coopératives, universités ou instituts d'enseignement coopératif et les structures privées d'appui coopératif.

Les pays de l'OHADA sont le Sénégal, le Cameroun, le Togo, le Mali, le Bénin, la République Démocratique de Congo, le Burkina Faso, le Gabon, le Niger, la République centrafricaine, la Guinée Bissau, le Tchad, la Côte d'Ivoire, le Congo, la Guinée, les Comores et la Guinée Equatoriale.

>> Pour toutes questions, contactez:

M. Emmanuel Kamdem ([kamdem@ilo.org](mailto:kamdem@ilo.org)).

## Activities

### Global

**United Nations Expert Group Meeting**, Ulan Bator, Mongolia, (3–6 May 2011): ILO presented its pilot project on cooperative statistics. See for more information p. 5.

### Regional

**Kazakhstan** (29–31 March 2011): Regional conference “Improving Governance of Labour Migration through Tripartite Policy, Practice and Coordination”, organized by the Ministry of Labour and Social Protection of Kazakhstan together with the ILO and its International Training Centre (ITC/ILO).

### National

**France** (29 April 2011): Guest lecture on «les activités coopératives du BIT» at L'École de Management Strasbourg (Strasbourg Management School). See for more information p. 4.

**Italy** (19–21 May 2011): Participation in the “Colloquio Scientifico Annuale sull'Impresa Sociale” (Annual Scientific

Colloquium on the Social Enterprise) organized by Bocconi University in Milan, Italy.

**Mongolia** (16–20 May 2011): The purpose of this fact-finding mission to Ulan Bator was to explore and discuss potential future cooperative development activities in Mongolia.

**Nigeria** (2 – 11 April 2011): Mission to assist the Government of Nigeria in initiating the first steps towards revising its current cooperative development policy, and the cooperative legislation. Another mission from ITC/ILO undertaken concurrently was to prepare the ground work for strengthening micro-finance institutions within the cooperative sector in the country. Briefing and consultative meetings were held with various individuals and stakeholder institutions in Abuja. A two-day workshop attended by 32 participants comprising top officials from the cooperative department at federal and state level as well as a small number of representatives of the cooperative movement was held on the 6 and 7 April. Further workshops will be held in the respective states to follow-up on the initial workshop. The result of these workshops will then be presented for discussion for approval/amendment at a national seminar to be held in Abuja.

## - Did you know? -

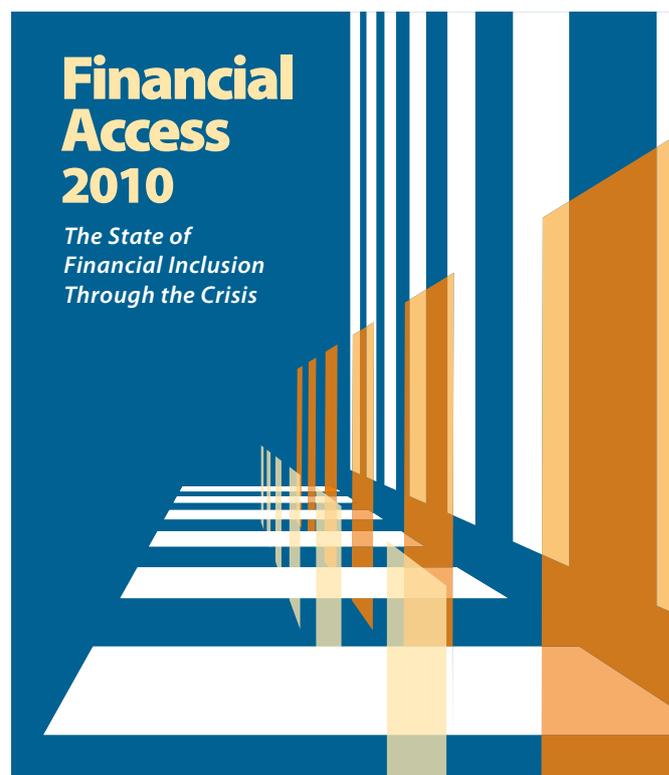
### Financial cooperatives serve an estimated 870 million people and operate 23% of all banking branches

According to the report, *Financial Access 2010: The State of Financial Inclusion through the Crisis* published by the CGAP of the World Bank, financial cooperatives serve 870 million people around the world. They are the second largest banking network with 23 per cent of branches worldwide. On average, only 26 per cent of all bank branches are in rural areas, compared with 45 per cent for cooperatives, providing better access to financial institutions than its competitors.

Financial Access 2010 data also show that the number of cooperative branches exceeds the number of bank branches in Austria, Burundi, Germany, Hungary, Korea, and Spain. In Burundi, Chile, Spain, and France, cooperatives or specialized state financial institutions also hold more deposit accounts than do commercial banks.

>> Read the full report published by the Consultative Group to Assist the Poor (CGAP) of the the World Bank Group at:

[http://www.cgap.org/gm/document-1.9.46570/FA\\_2010\\_Financial\\_Access\\_2010\\_Rev.pdf](http://www.cgap.org/gm/document-1.9.46570/FA_2010_Financial_Access_2010_Rev.pdf)



## Youth at the heart of success of Mountain Equipment Cooperative

Mountain Equipment Cooperative (MEC) was started by six students in 1971 in Canada with C\$65 operating capital. They wanted to start an enterprise that would provide outdoor equipment with a low mark-up on the gear offered and operated with democratic principles. Forty years later, three million people in Canada and around the world share the original philosophy and are members of the cooperative which has annual sales of C\$261 million.

Widely recognized for its commitment to sustainability, MEC is a member of *1% for the Planet* and supports various community-based outdoor and environmental initiatives through its grants programme. It is Canada's leading outdoor retailer.

>> Read more about MEC at <http://www.mec.ca/>

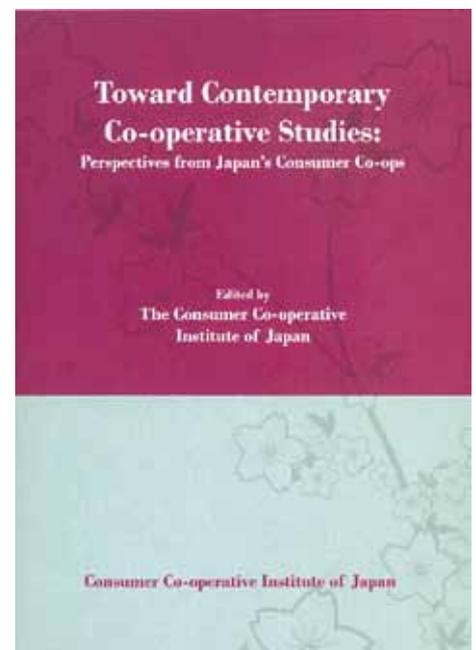
- To be read... - A lire absolutement... - Lectura importante... -

### The Consumer Co-operative Institute of Japan (ed.):

#### *Toward Contemporary Co-operative Studies: Perspectives from Japan's Consumer Co-ops* (Tokyo, 2009)

This book brings together the conclusions of multi-disciplinary studies on consumer life, consumer cooperatives and the civil society, both from a practitioners and an academic point of view. It is the last of three volumes published of which the first two were published in 2005-2006 in Japanese. This English volume undertakes the task to analyze the challenges and potential future of consumer cooperatives in Japan. It is structured in three parts: "Japanese-style" consumer cooperatives, their diversified development and their roles in the socio-economic system.

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