

# ► Cooperation among Cooperatives in Action between Japan and Africa

10 Years of ILO/JCCU African Cooperative  
Leaders' Study Tour





# ▶ **Cooperation among Cooperatives in Action between Japan and Africa**

10 Years of ILO/JCCU African Cooperative  
Leaders' Study Tour

▶ **Tomohito Sasaki**  
International Labour Organization (ILO)  
Japanese Consumers' Co-operative Union (JCCU)

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## ► Contents

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|   |             |
|---|-------------|
| <b>ILO Foreword</b>   | <b>v</b>    |
| <b>JCCU Foreword</b>  | <b>vii</b>  |
| <b>Message from Embassy of the Republic of Kenya</b>  | <b>ix</b>   |
| <b>Acknowledgments</b>  | <b>xi</b>   |
| <b>Acronyms and Abbreviations</b>   | <b>xiii</b> |
| <b>ILO – Japan “Co-operative” History</b>   | <b>1</b>    |
| <b>A Snapshot of the ILO/JCCU Study Tour</b>  | <b>5</b>    |
| <b>Roundtable discussion I</b>  | <b>11</b>   |
| Roundtable discussion I-1: Everyone’s efforts, kindness and passion made the Study Tour a unique and long-lasting initiative<br><i>Mr. Haruyoshi Amano, Ms. Simel Esim, Mr. Guy Tchami and Ms. Yumi Nabeshima</i>   | 12          |
| Message from the “Godfather” of the Study Tour<br><i>Mr. Jürgen Schwettmann</i>   | 16          |
| Message from the “Uncle” recalling the infancy of the Study Tour<br><i>Mr. Philippe Vanhuynegem</i>   | 17          |
| Roundtable discussion I-2: The Study Tour has changed the participants as well as Japanese cooperative movements. We should continue to encourage cooperatives’ self-help and solidarity<br><i>Mr. Haruyoshi Amano, Ms. Simel Esim, Mr. Guy Tchami and Ms. Yumi Nabeshima</i> | 20          |
| <b>African cooperative leaders after the Study Tour</b>   | <b>25</b>   |
| Progress toward a brighter future of the African cooperative movement<br><i>Ms. Sifa Chiyoge, 2017 participant</i>  | 26          |
| Supporting cotton producers in Côte d'Ivoire<br><i>Mr. Kobenan Maurice Koffi, 2018 participant</i>  | 29          |
| Beyond traditional SACCOs<br><i>Ms. Joan Susan Atuhurra, 2019 participant</i>   | 31          |
| Grassroots efforts for dairy cooperative development<br><i>Mr. August Ernest Kimario, 2019 participant</i>  | 34          |
| <b>Cooperatives for sustainable societies - Study Tour Highlights</b>   | <b>37</b>   |
| Cooperatives for sustainable societies  | 38          |
| Promoting healthy communities<br><i>Health and Welfare Cooperative</i>  | 40          |

|   |           |
|---|-----------|
| Cooperatives for youth<br><i>University Cooperative</i>   | 42        |
| Delivering the best products to the members<br><i>Home Delivery Service</i>   | 44        |
| Environmentally and socially friendly<br><i>Co-op Stores and Recycling Centres</i>                                      | 46        |
| Mutual help among members to protect their livelihoods<br><i>Kokumin Kyosai co-op</i>                                   | 48        |
| Financial inclusion for workers<br><i>Labour Bank</i>   | 50        |
| Passing on KAGAWA's cooperative spirit to the future<br><i>Kagawa Archives &amp; Resource Center</i>                    | 52        |
| Providing comprehensive services to support farmers and community livelihoods<br><i>Japan Agricultural Co-operative</i> | 54        |
| Working together for sustainable communities<br><i>Workers' Cooperative</i>   | 56        |
| <b>What did participants do after the Study Tour? – 2015 Seminar in Dar es Salaam</b>                                   | <b>59</b> |
| 2015 Seminar on the JCCU/ILO Study Tours for African Cooperative Leaders  | 60        |
| Remembering Mr. Sam Mshiu   | 64        |
| <b>Roundtable discussion II</b>   | <b>65</b> |
| Bridging the ILO and Japanese cooperative movement<br><i>Ms. Satoko Horiuchi and Ms. Mina Waki</i>                      | 66        |
| Cooperation among Cooperatives: from Japanese cooperatives' view point<br><i>Mr. Kenki Maeda and Mr. Osamu Nakano</i>   | 71        |
| <b>Cooperators' Message 1 (National Association of Labour Banks)</b>  | <b>75</b> |
| <b>Cooperators' Message 2 (Kagawa Archives and Resource Center)</b>   | <b>77</b> |
| <b>Ex-ILO Tokyo Director recalls the Study Tour (Ms. Akiko Taguchi)</b>   | <b>78</b> |
| <b>Annex</b>  | <b>81</b> |
| <b>Interview List</b>   | <b>93</b> |
| <b>References</b>   | <b>94</b> |
| <b>Further Readings on the Cooperative Movement</b>   | <b>96</b> |

## ► ILO Foreword

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This retrospective booklet tells the story of a decade of collaboration between the Japanese Consumers' Co-operative Union (JCCU) and the International Labour Organization (ILO) through the ILO/JCCU African Cooperative Leaders' Study Tour Programme. Compared to other study tours, the ILO/JCCU study tour is unique both for its duration of ten days, and its continuity for ten years. This booklet reflects on the experiences of those who participated in the study tours across the past decade and includes messages from ILO/JCCU/JCA staff and highlights from roundtable discussions. In addition, it includes information on the ILO's work on cooperative development, international and Japanese cooperative movements and the contributions of cooperatives toward achieving the SDGs.

In 2020 the COVID-19 global pandemic and its economic and social implications resulted in unprecedented uncertainty and growing inequalities. Historically, during such periods of crises, values of cooperation, mutualism and self-help experience an increase in popularity. This time of crisis was no different. Cooperatives and wider social solidarity economy institutions stepped up to respond to the social needs of their members and communities. They also had to deal with the economic consequences of the crises in their own operations.

For the first time in its decade-long history, the ILO/JCCU African Cooperative Leaders' Study Tour Programme could not take place in 2020 due to the global COVID-19 pandemic. The ILO's Cooperatives Unit also marked its centennial in 2020 through a series of virtual activities. It is in recognizing the spirit of the time and in tribute to the ILO COOP centennial that JCCU and ILO decided to develop a retrospective booklet that takes stock of the lessons learned from the past study tours.

We would like to take this opportunity to thank all JCCU and ILO colleagues involved in the ILO/JCCU African Cooperative Leaders' Study Tour Programme. Without their engagement that demonstrates a strong commitment to cooperative principle six on "Cooperation among Cooperatives" the study tour would not have been possible. Mr. Tomohito Sasaki and Ms. Karen McCabe have drafted and edited this booklet in close collaboration with the ILO COOP Unit and Tokyo Office. A special thanks goes to all the participants in the study tour programme who actively engaged in the programme and applied their learning to advance cooperatives in their respective countries in Africa.

This booklet attempts to capture the essence of the ILO/JCCU African Cooperative Leaders' Study Tour Programme. Once the COVID-19 crisis is behind us, the JCCU and the ILO are committed to resuming the programme. It is our wish that the booklet will provide a good reference for those who may want to replicate this collaboration model between other countries and regions. We hope that this story about the unique and long-lasting collaboration between JCCU and ILO will serve as an inspiration for readers who wish to learn about Japanese and African cooperative movements.

► **Vic Van Vuuren**, Director, Enterprise Department, ILO

► **Shinichi Takasaki**, Director, ILO Office for Japan

May 2021





## ▶ JCCU Foreword

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In 2010, the Japanese Consumers' Co-operative Union (JCCU), in cooperation with the ILO's Cooperatives Unit (COOP) and the ILO Office for Japan, began hosting a delegation of cooperative leaders from African countries for a study tour. Since then, we have hosted representatives from diverse cooperative movements from African countries every year, and in 2019, the study tour entered its 10th year, as the ILO celebrated its 100<sup>th</sup> anniversary. I consider it a great pleasure and honor to have been able to continue the joint projects with the ILO in this way.

JCCU has been engaged in a variety of international exchange and cooperation activities, all of which are based on the principle "Cooperation among Cooperatives". This study tour for African cooperative leaders is one of the initiatives that embodies this principle.

We wanted the members participating in the study tour to see as many different forms of cooperatives as possible, so we developed the program with the cooperation of community-based retail cooperatives, health and welfare cooperatives, and university cooperatives, as well as with the National Federation of Workers and Consumers Kyosai Cooperatives, and the member organizations of the Japan Co-operative Alliance (JCA) including the National Association of Labor Banks, agricultural cooperatives and workers' cooperatives.

The members of the delegation are leaders with many years of experience in various cooperative sectors such as agriculture and finance and, by observing cooperatives that operate in a historical and cultural background different from their home country, they are able to discover business models not seen in their own cooperatives and compare them with their own cooperatives, which will give them inspiration for future cooperative management and business creation.

The study tour also includes a public seminar on the last day of the program every year with the study tour participants as presenters. This is a great help to the Japanese cooperative officials who host the delegation to learn about cooperatives in Africa, and to broaden their horizons in the social economy. Opportunities for exchange between cooperatives in Japan and the African continent are limited, and this seminar is a valuable opportunity to learn about African cooperatives, not only for those involved in cooperatives, but also for labor unions, other civil society organizations and researchers.

Unfortunately, due to COVID-19, we have not been able to host delegations or exchange programs in 2020. It is unsure how long COVID-19 will hinder this exchange, but we would like to prepare a program utilizing ICT to introduce Japan's diverse cooperatives to cooperators abroad.

However, we believe that no amount of great videos and online seminars can replace the experience of actually visiting and closely looking at cooperatives in person. We hope that COVID-19 will be quickly brought to an end and that the exchange program between Japanese and African cooperatives will resume.

▶ **Mr. Eiichi Honda**, President, Japanese Consumers' Co-operative Union,  
Vice-President, Japan Co-operative Alliance

May 2021



## ► Embassy of the Republic of Kenya

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### Message by the Chargé D'Affaires a.i.

The international exchange program hosted by the Japanese Consumers' Co-operative Union and the International Labour Organization has served as a key forum for leaders of Kenyan and other African cooperatives to meet with their counterparts in Japan to learn and share experiences in the cooperative societies sector.

In Kenya, with more than 23,000 registered cooperatives in various sectors ranging from Marketing, Banking, Insurance, SACCOs, Housing, Agriculture and Transport; cooperatives provide employment and are an important component of Kenya's national development agenda namely, the Kenya Vision 2030 and the Big Four Agenda. Continentally, cooperatives serve as a conduit of economic growth in line with the African Union Agenda 2063. Additionally, the economic growth realized in the African continent can in part be attributed to the role of cooperatives and their international partners.

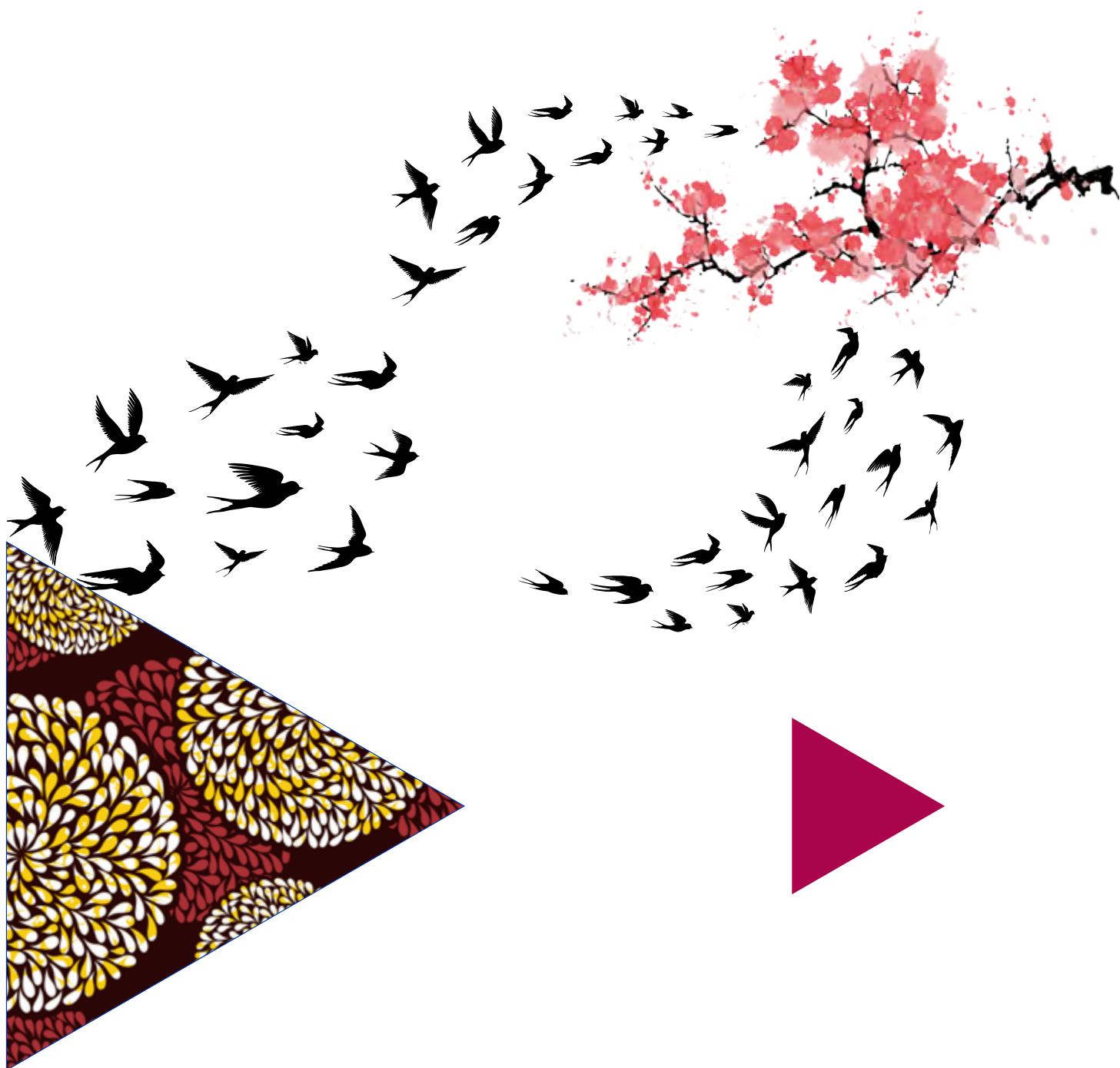
The COVID-19 pandemic has a direct impact on the global economy and more so on the progressive growth by cooperatives as witnessed in Kenya and the Africa continent. As a means of bolstering regional economies, cooperatives have been at the forefront of combatting the pandemic while serving as essential service providers to their communities. The structures and membership of cooperatives have served as a means to disseminate critical information and conduct civic education in the area of public health and sanitation. This capacity has resulted in active participation and progress in the national and global response against the COVID-19 pandemic.

The platform provided by the International Labour Organization and the Japanese Consumers' Co-operative Union plays a critical role as a pivot point for African cooperatives to further develop growth in the various economic sectors. As cooperatives are fast becoming the transitional economic tool for African economies to evolve from agrarian based economies to industrial based economies, they in part serve as a component to achieve the Sustainable Development Goals (SDGs) with many serving as repositories of community based initiatives that uplift its members from poverty while developing and applying the requisite skill set to create value addition products.

As we chart the course for the future of the global economy in a post COVID-19 world, the experience gained by cooperatives in their response to the COVID-19 pandemic can be leveraged to create better and resilient systems to cope with existing and future socio-economic challenges. The opportunity to share this knowledge must not be lost therefore making the exchange program and public seminar essential in achieving the goals and objectives of international cooperation in the cooperatives societies sector.

► Kenya Embassy, Tokyo

December 2020



## ► Acknowledgments

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This booklet recalls the long history of cooperation among the ILO and the Japanese and African cooperative movements, in particular, the ILO/JCCU African Cooperative Leaders' Study Tour. I had a chance to see the programme when I was working at the ILO Office for Japan as an intern, and I was grateful to have had the opportunity to organize this booklet.

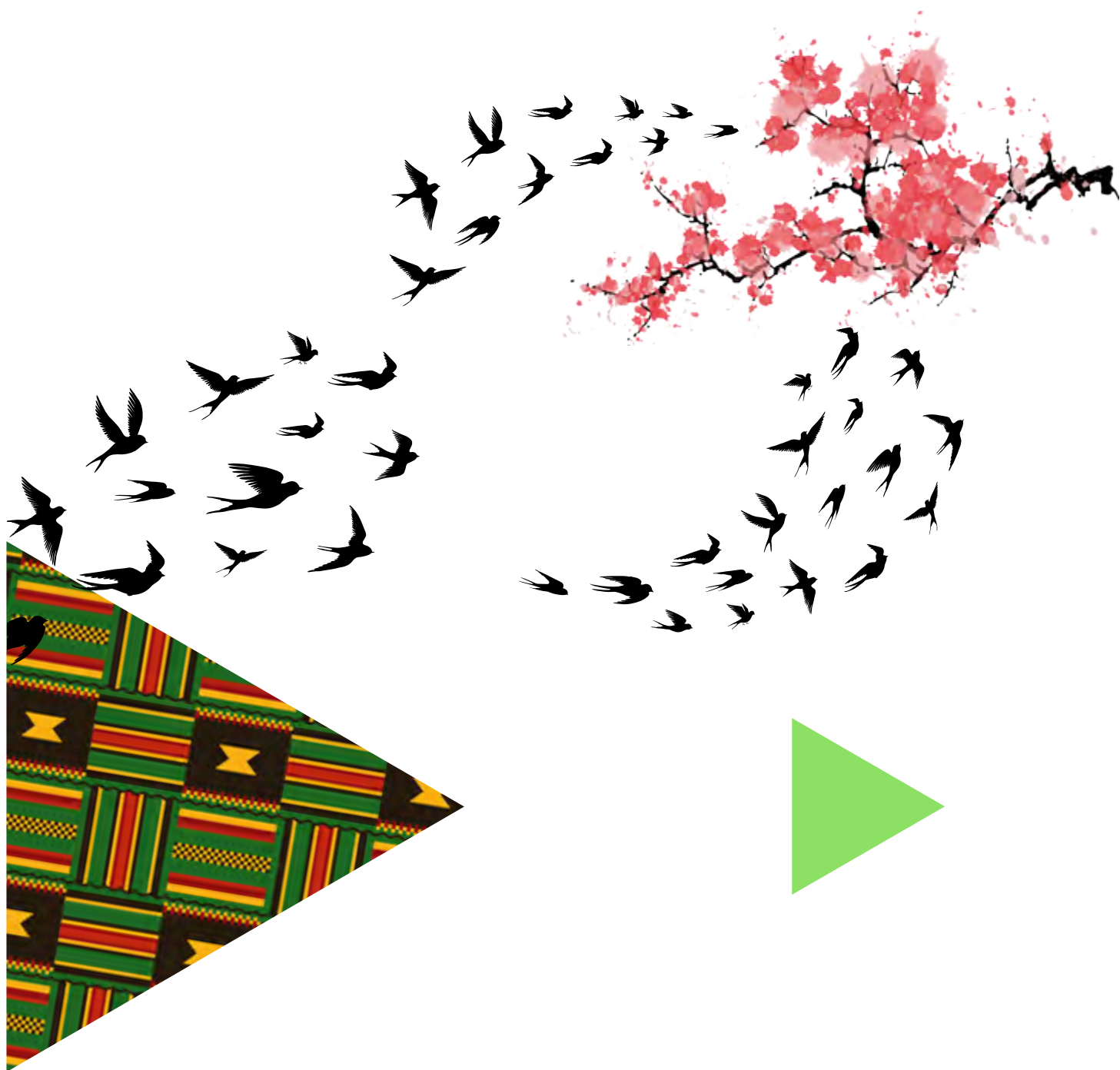
I extend my sincere appreciation to the staff at ILO Cooperatives Unit, Ms. Simel Esim, Mr. Guy Tchami, Ms. Heejin Ahn, and Ms. Susan Bvumbe for supporting me in contacting key informants as well as commenting on and revising the draft. I also extend my sincere gratitude to Mr. Haruyoshi Amano at the JCCU, who helped me contact the key informants and also commented on and revised the draft. He has observed the development of the ILO/JCCU African Cooperative Leaders' Study Tour for ten years. I also would like to thank Ms. Karen McCabe for editing this booklet.

I would like to thank all the individuals and organizations who responded to the questionnaires and made valuable inputs to this booklet. These informants include former participants of the ILO/JCCU African Cooperative Leaders' Study Tour, current and former ILO staff and Japanese cooperators. I was very much impressed by their enthusiasm for developing the cooperative movement worldwide and within their communities. Without these insightful inputs from a wide range of stakeholders, this booklet would not be so dynamic and enriching.

Finally, I would like to give a special thanks to Ms. Yumi Nabeshima at the ILO Office for Japan, who opened up the way for the joint initiative of the ILO and the JCCU, for supporting all the steps leading to the production of this booklet. Her comprehensive support enabled me to complete this important work successfully.

► Tomohito Sasaki, Author

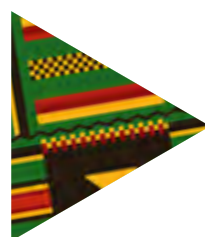
May 2021



## ► Acronyms and Abbreviations

|                              |  |
|------------------------------|--|
| <b>2015 Seminar</b>          | Seminar on the JCCU/ILO Study Tours for African Cooperative Leaders                        |
| <b>AAACO</b>                 | Alliance Africa Agricultural Co-operative Organization                                     |
| <b>ACCOSCA</b>               | African Confederation of Cooperative Savings and Credit Associations                       |
| <b>C2C trade</b>             | Cooperative-to-cooperative trade   |
| <b>Coop<sup>AFRICA</sup></b> | Cooperative Facility for Africa  |
| <b>COPAC</b>                 | Committee for the Promotion and Advancement of Cooperatives                                |
| <b>COVID-19</b>              | Coronavirus Disease 2019   |
| <b>FPC-CI</b>                | Federation of Cooperative Societies of the Producers of the Cotton Sector of Côte d'Ivoire |
| <b>GB</b>                    | Governing Body   |
| <b>ICA</b>                   | International Co-operative Alliance  |
| <b>ILO</b>                   | International Labour Organization  |
| <b>ILO COOP</b>              | ILO Cooperatives Unit  |
| <b>ILO Tokyo</b>             | ILO Office for Japan   |
| <b>IYC</b>                   | International Year of Cooperatives   |
| <b>JA</b>                    | Japan Agricultural Co-operative  |
| <b>JA-Zenchu</b>             | Central Union of Agricultural Co-operatives  |
| <b>JCA</b>                   | Japan Co-operative Alliance  |
| <b>JCCU</b>                  | Japanese Consumers' Co-operative Union   |
| <b>JICA</b>                  | Japan International Cooperation Agency   |
| <b>JJC</b>                   | Japan Joint Committee of Co-operatives   |
| <b>JWCU</b>                  | Japan Workers' Co-operative Union  |
| <b>KDCJE</b>                 | Kilimanjaro Dairy Cooperative Joint Enterprise   |
| <b>Kokumin Kyosai co-op</b>  | National Federation of Workers and Consumers Kyosai Cooperatives                           |
| <b>KUSCCO</b>                | Kenya Union of Savings & Credit Co-operatives  |
| <b>SACCOs</b>                | Savings and Credit Cooperatives Societies  |
| <b>SADC</b>                  | Southern African Development Community   |
| <b>SDGs</b>                  | Sustainable Development Goals  |
| <b>SSE</b>                   | Social and Solidarity Economy  |
| <b>Study Tour</b>            | ILO/JCCU African Cooperative Leaders' Study Tour   |
| <b>TICAD</b>                 | Tokyo International Conference on African Development                                      |
| <b>UN</b>                    | United Nations   |
| <b>WBO</b>                   | Worker buyout  |
| <b>Zenrosai</b>              | National Federation of Workers and Consumers Insurance Cooperatives                        |







# ILO – Japan “Co-operative” History

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## Progress toward a brighter future of cooperatives

|             |   |
|-------------|---|
| 1919        | Establishment of the ILO  |
| 1920        | Establishment of the ILO Section of Co-operation (Currently: ILO COOP)  |
| 1921        | Establishment of Kobe Consumer Cooperative and Nada Purchase Association led by Toyohiko Kagawa (Later they merged into Co-op Kobe) |
| <b>1928</b> | <b>Albert Thomas met Toyohiko Kagawa in Japan</b>   |
| 1945        | Establishment of Japanese Cooperative Alliance (Predecessor of the JCCU)  |
| 1946        | Consultation with international organizations of “cooperators” was mentioned in the ILO Constitution Article 12.3                   |
| 1951        | Establishment of the JCCU   |
| 1966        | Co-operatives (Developing Countries) Recommendation (No. 127) (Replaced by R.193)   |
| 2002        | Promotion of Cooperatives Recommendation (No. 193)  |
| <b>2007</b> | <b>Launch of the ILO Cooperative Facility for Africa (Coop<sup>AFRICA</sup>) programme</b>  |
| <b>2010</b> | <b>1st ILO/JCCU African Cooperative Leaders’ Study Tour</b>   |
| 2012        | International Year of Cooperatives  |
| <b>2014</b> | <b>Start of the ILO/JCCU secondment programme</b>   |
| <b>2015</b> | <b>Seminar on the JCCU/ILO Study Tour for African Cooperative leaders in Dar es Salaam</b>  |
| 2018        | Establishment of the Japan Co-operative Alliance (JCA)  |
| 2019        | ILO Centenary Declaration for the Future of Work  |
| <b>2019</b> | <b>10th ILO/JCCU African Cooperative Leaders’ Study Tour</b>  |
| 2020        | Centenary of the ILO COOP   |

## Establishment of the “Section of Co-operation” (currently: ILO COOP)

The International Labour Organization (ILO) is a tripartite agency of the United Nations (UN), established in 1919. The mandate of the ILO is to promote social justice and internationally recognized human and labour rights. Representatives of workers, employers and governments from the member states work together to set labour standards and to develop policies and programmes promoting decent work for all women and men. Since its establishment in 1919, the ILO has recognized the importance of cooperatives as a means of pursuing its mandate. The first Director of the ILO, Albert Thomas, was also one of the leaders of the French cooperative movement.

During [the second session of the Governing Body \(GB\) in January 1920](#), the organizational structure of the ILO was discussed. In this session, establishment of 14 Technical Sections were proposed. These 14 Sections were diverse ranging from Maritime, Health, Unemployment and Agriculture to [Co-operation \(currently known as ILO Cooperatives Unit \(ILO COOP\)\)](#). In the GB session, Albert Thomas pointed out *“[t]he Peace Treaty requires that the International Labour Office should not only concern itself with conditions of work, but also with the condition of the workers. It is in the form of co-operation that this idea is best seen in popular circles. The Section on Co-operation would not limit itself only to food questions; it might also study conditions of housing, questions touching the workers’ leisure, questions of travelling facilities (workmen’s tickets), etc. Moreover, co-operation already constitutes an important international movement with which the Office must necessarily concern itself in its own interests”* (p. 30-31).

This proposal was unanimously adopted in the [third session of the GB on 23 March 1920](#) (p. 3). Georges Fauquet became the first Chief of the ILO’s Section of Co-operation and worked closely with its first Director, Albert Thomas.



Albert Thomas in Japan in 1928  
(ILO, 1928)

## Development of the Japanese cooperative movement and Toyohiko Kagawa<sup>1</sup>

At the time when the ILO and its Cooperatives Unit were being established, the cooperative movement in Japan also became active and varieties of cooperatives were established. One of the leaders of the Japanese cooperative movement at that time was Toyohiko Kagawa.<sup>2</sup> He was born in Kobe in 1888. He went to the United States to study at Princeton University and Princeton Theological Seminary in 1914. At that time, he saw workers’ demonstrations in New York, which led him to become interested in practical actions to improve conditions of workers and farmers.



Toyohiko Kagawa (JCCU)

1 Yoshiaki Saito, “[A Brief Chronicle of the Modern Japanese Consumer Cooperative Movement](#)”, JCCU, June 2010, p. 18-19.

2 Achievements by Toyohiko Kagawa received high reputation worldwide. [He was nominated for the Nobel Peace Prize \(1954, 55, 56 and 60\) and the Nobel Literature Prize \(1947 and 48\)](#). In addition, he was selected as one who contributed “Leadership in the best interests of the child” in UNICEF’s “[The State of the World’s Children 2000](#)” (p. 63).

The cooperative movement was among the various social movements he led. Toyohiko Kagawa supported the establishment of many cooperatives, including Kobe Consumer Association and Nada Purchase Association in 1921. Later they merged into Co-op Kobe, one of the largest primary consumer cooperatives in the world. In 1928, when Albert Thomas, visited Japan, he met Toyohiko Kagawa. This might have been the starting point of the cooperation between the Japanese cooperative movement and the ILO. Toyohiko Kagawa promoted the cooperative movement not only in Japan, but also overseas. For instance, he visited the United States to deliver a series of lectures on Christianity and Cooperativism, which had an influence on many co-operators there.<sup>3</sup>

Toyohiko Kagawa experienced hardship during times of war because of his participation in social movements. After the end of the Second World War, however, he established the Japanese Cooperative Alliance (predecessor of the JCCU) and took office of the president of the Alliance. In 1951, the [Japanese Consumers' Co-operative Union](#) (JCCU) was established under the Consumer Cooperatives Act and Toyohiko Kagawa became the president.

As the apex organization of consumer cooperatives in Japan, the JCCU supports activities of member cooperatives ranging from retail business to insurance, health, and welfare businesses in order to contribute to the development of the local community. In addition, the JCCU promotes the platform for cooperation among cooperatives. The JCCU cooperates not only with Japanese cooperatives, but also with cooperatives abroad to reinforce the ties of cooperatives worldwide.

## From Coop<sup>AFRICA</sup> to the Study Tour: ILO and Japanese cooperatives, cooperation for African cooperative development

The ILO regards cooperatives as important institutions in improving living and working conditions globally as well as making essential infrastructure and services available. The ILO remains the only specialized agency of the UN that has an explicit mandate on cooperatives, which is guided by the [Promotion of Cooperatives Recommendation](#), 2002 (No. 193).

In 2007, ILO's project on cooperative development, “[Cooperative Facility for Africa \(Coop<sup>AFRICA</sup>\)](#)” was launched. This was a technical cooperation programme covering nine countries in Eastern and Southern Africa. Coop<sup>AFRICA</sup> assists cooperatives to improve their governance, efficiency and performance in order to strengthen their capacity to create jobs, access markets, generate income, reduce poverty, provide social protection and give people a voice in society. This programme was the starting point of the cooperation between the ILO and Japanese cooperative movements for the development of African cooperatives. With Coop<sup>AFRICA</sup> as an entry point, ILO Office for Japan (ILO Tokyo) started to explore the possibility of strengthening collaboration with the Japanese cooperative movement, particularly with the JCCU.

In 2010, the painstaking efforts over the years crystallized into the “ILO/JCCU African Cooperative Leaders' Study Tour” (hereafter “the Study Tour”), a joint programme by the ILO and the JCCU to assist the African cooperative movement to strengthen its capacity by learning from the successes and challenges of the Japanese cooperatives. Through this joint initiative, selected African cooperative leaders learn about the Japanese cooperative ecosystem and its strongly membership-based approach through lectures and study visits. From 2010 to



First edition of the Study Tour.  
In front of the National Federation of Workers and Consumers  
Insurance Cooperatives (Zenrosai) (ILO, 2010)

<sup>3</sup> Kagawa's lecture in the US was also published as a book titled “[Brotherhood Economics](#)” (1936). This book explains Kagawa's cooperative theory.

2019, a total of ten editions were organized with 43 senior cooperative leaders from 16 African countries joining the programme. In addition, this close relationship between the ILO and the JCCU led to the successful launch of the JCCU personnel secondment project to the ILO COOP from 2014 to 2020.

The Study Tour respects and promotes [cooperative values and principles](#) advocated by the [International Co-operative Alliance](#) (ICA). The programme is especially related to "Cooperation among Cooperatives" (Principle 6) and "Education, Training, and Information" (Principle 5).<sup>4</sup>

► **Column: Early ages of the Japanese cooperative movement from the eyes of the ILO**



"The Co-operative Societies of Japan: Co-operation", International Labour Review, 1921

The Japanese cooperative movement in the early 1900s is captured by the ILO's International Labour Review, titled "The Co-operative Societies of Japan: Co-operation"<sup>5</sup> published in 1921. This article analyzes the legal framework and regulations on Japanese cooperatives (including establishment, membership, governance, dissolution, etc.) and situations of cooperative development (including credit cooperatives, sales cooperatives, purchase cooperatives, and producer cooperatives), as well as situations of the formation of cooperative federations. Governmental policies for encouraging cooperative development are also described in this article. These include tax exemptions for cooperatives, schemes for financing cooperatives with low interest rates and unsecured loans for cooperatives, among others.

This article concludes that **"the co-operative societies of Japan are organized under special legislative provisions, which seek to bring out their characteristics, such as (1) the limit to the amount that each individual member may invest in the society; (2) the perfect equality of votes irrespective of the amount of shares held by the members; (3) the limit placed to dividends. These conditions were made obligatory in order to prevent the societies from becoming capitalistic and to emphasize their principle of mutual assistance. The result of these precautions has been satisfactory; at present no society seems capitalistic in character, and the development of co-operation has been healthy and natural."** (p. 123)

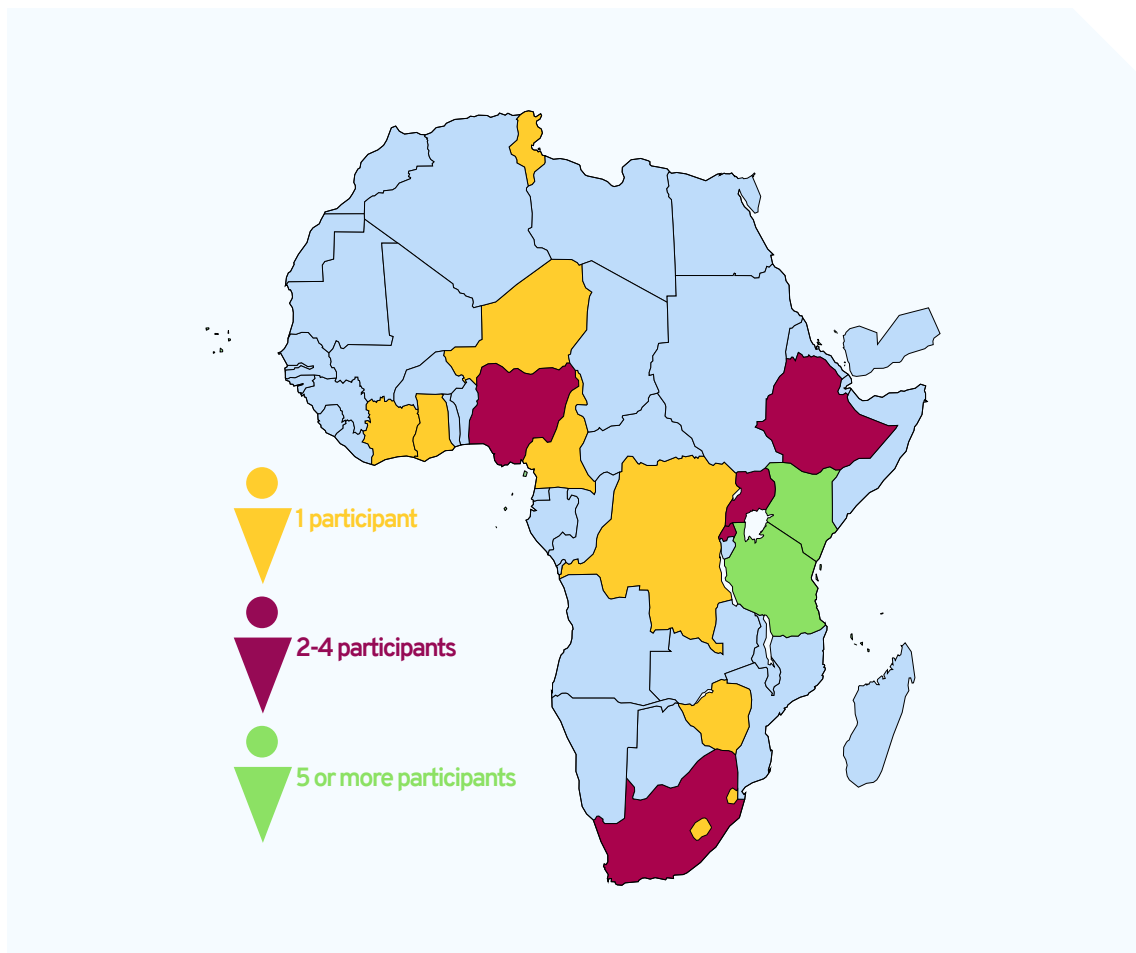
These strong membership-based features as well as the policies for creating favorable environments for cooperative development, which caught the attention of the ILO specialist who wrote this review in the 1920s, still form the basis of the Japanese cooperative movement and are continuously developing.

4 See also: [Promotion of Cooperatives Recommendation](#), 2002 (No. 193), Paragraph 3(b).

5 International Labour Office, [International Labour Review, Vol. 1, no. 2](#), February 1921, p. 115-127. Other issues of the International Labour Review related to cooperatives are available on: [https://www.ilo.org/global/topics/cooperatives/news/WCMS\\_754841/lang--en/index.htm](https://www.ilo.org/global/topics/cooperatives/news/WCMS_754841/lang--en/index.htm).

# A Snapshot of the ILO/JCCU Study Tour

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Since its first edition in 2010, the Study Tour has received 43 senior cooperative leaders from 16 African countries (Cameroon, Côte d'Ivoire, Democratic Republic of the Congo, Eswatini, Ethiopia, Ghana, Kenya, Lesotho, Niger, Nigeria, Rwanda, South Africa, Tanzania, Tunisia, Uganda and Zimbabwe). The top two home countries of the participants are Tanzania (13 participants) and Kenya (7 participants). The Study Tour receives participants from both Anglophone and Francophone countries. In the map, countries with one participant are shown in yellow. Countries with two to four participants are shown in red. Countries with five or more participants are shown in green.

## What do participants see in the Study Tour?

During their ten-day visit to Japan, African cooperative leaders visit many different types of Japanese cooperatives, in retail sales, health and welfare, university and mutual insurance (these belong to the consumer cooperative sector), as well as agricultural cooperatives, labour banks and workers' cooperatives. While Japanese cooperatives show some similarities with their African counterparts in the case of agriculture and financial sectors, some others are new to the African cooperators such as health and welfare, university, and workers' cooperatives. The visits help the participants to reflect on their own experiences in their respective cooperatives, and to come up with innovative ideas and solutions.

On the last day, participants present at the public seminar on their cooperative activities as well as their lessons learned in the Study Tour. This public seminar provides a good opportunity for Japanese cooperatives and society to learn more about the African cooperative movement and to promote cooperation among cooperatives.

### Schedule (2019)<sup>6</sup>

#### Arrival

AM: Lecture: Outline of the Japanese cooperative movement and consumer cooperatives  
PM: Lecture: Outline of the Japan Agricultural Co-operative (JA)

AM: Health and welfare cooperative  
PM: Kagawa Archives & Resource Center

#### Free

All day: Facilities of JA

AM: University cooperative  
PM: Workers' cooperative

AM: Co-op Store  
PM: Recycling Centre managed by consumer cooperative

AM: Labour Bank  
PM: Mutual insurance cooperative

AM: Programme review  
PM: Public Seminar

#### Departure

## Inside the cooperation among the ILO and Japanese/African cooperatives

The Study Tour was launched under Coop<sup>AFRICA</sup> programme in 2010. Upon completion of the programme in 2011, it was taken over by ILO COOP in 2012. The Coop<sup>AFRICA</sup> (and later ILO COOP) were in charge of drafting and disseminating concept notes, selecting participants, supporting the administrative procedures of participants and, if needed, covering the travel costs of some of the participants.

<sup>6</sup> Detailed schedules of the Study Tour from 2010 to 2019 are available in the Annex.

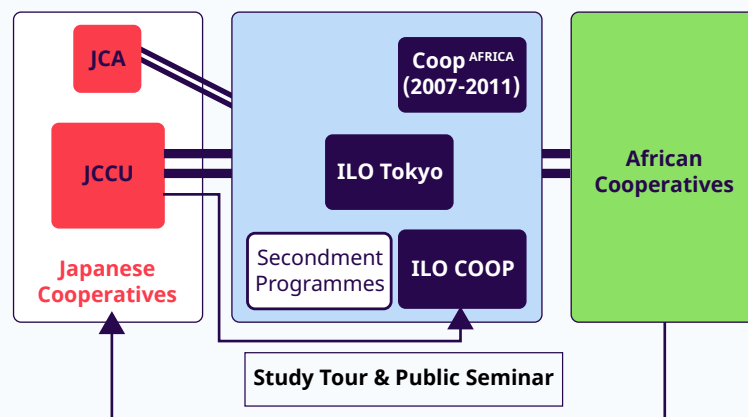




Public Seminar (ILO, 2019)

The JCCU was in charge of the organization of the contents of the Study Tour and covers the costs related to the activities in Japan. ILO Tokyo supported and provided liaison functions between the two organizations to ensure smooth implementation of the Study Tour. On the last day of the Tour, cooperative leaders from Africa present their cooperative activities in a public seminar co-organized by the ILO and the [Japan Co-operative Alliance \(JCA\)](#).

### ► Study Tour and Public Seminar



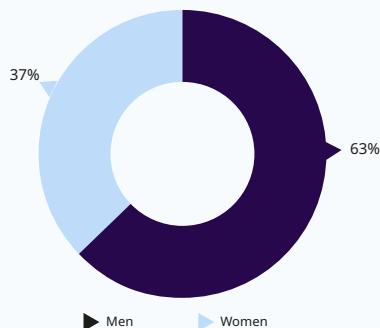
## Study Tour participants' profile<sup>7</sup>

Although accurate data on gender balance within the African cooperative movement is scant, and the balance differs within the African region<sup>8</sup>, it is often mentioned that women are under-represented in the African cooperative movement. According to a study by Coop<sup>AFRICA</sup>, it is estimated that, in 2010, the

<sup>7</sup> Detailed data on the Study Tour participants is attached in the Annex.

<sup>8</sup> As a whole, cooperatives in East Africa are male dominated. On the other hand, females are main actors in cooperatives in Southern Africa, as many males work outside as migrant workers. Please see the report by Coop<sup>AFRICA</sup>: Ignace Pollet (2009) "[Cooperatives in Africa : the age of reconstruction : synthesis of a survey in nine African countries](#)". p. 26.

► Participants by Gender



share of women in terms of membership is 42 per cent in Uganda, 40 per cent in Tanzania and 30 per cent in Kenya.<sup>9</sup> Another recent study in 2018 shows that women's share in membership in Uganda is 23 per cent.<sup>10</sup>

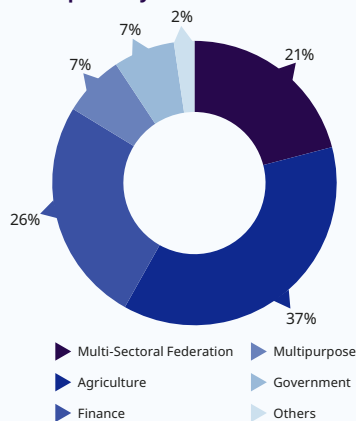
In terms of the leadership, women's underrepresentation is more significant.<sup>11</sup> Gender balance was an important criteria in the selection of participants for the Study Tour. From 2010 to 2019, 27 men (63 per cent) and 16 women (37 per cent) participated in the Study Tour. Women candidates have been highly encouraged to apply to partake in the Tour and priority has been given to women candidates (see the [concept note](#) in the annex).

In Africa, cooperatives are prominent in the agricultural and financial sectors.<sup>12,13</sup> Many participants are also from these two sectors, while others are from federations of multi-sectoral cooperatives.

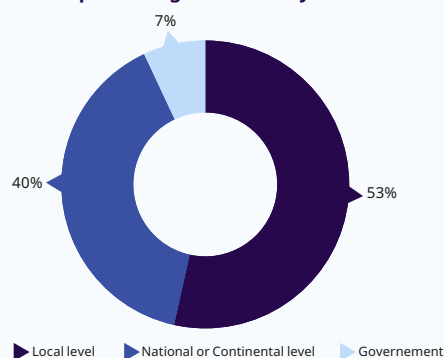
During the Study Tour, participants engage in an interactive exchange, not only learning about Japanese cooperative activities, but also sharing the current state and challenges facing African cooperative movements. Meeting with cooperators from different sectors in the Study Tour helps participants broaden their understanding of the diverse cooperative activities in other contexts.

Participants come from all levels of cooperatives. Half of them came from local level and the other half from national or continental level apex organizations. In the past, the Study Tour received several governmental officials who are in charge of cooperative affairs. Currently, eligibility is limited to the person who works for cooperative societies, in order to strengthen the initiatives by cooperators and put into practice the cooperative principle, "Cooperation among Cooperatives".

► Participants by Sector



► Participants' Organizations by Level



9 Eva Majurin. (2012). "[How women fare in East African cooperatives: the case of Kenya, Tanzania and Uganda](#)". p. 6-7.

10 ICA. (2020 a). "[MAPPING: KEY FIGURES; NATIONAL REPORT: UGANDA](#)". p. 4.

11 Majurin (2012) p. 10.

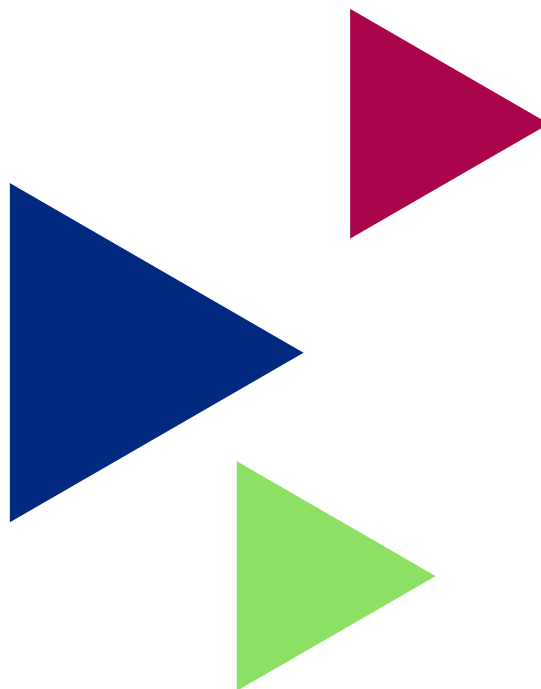
12 For instance, see: ICA (2020 a), p. 8 in the case of Uganda, and ICA (2020 b). "[MAPPING: KEY FIGURES; NATIONAL REPORT: TANZANIA](#)", p. 8 in the case of Tanzania.

13 Agricultural and financial cooperative sectors, which are popular in Africa, tend to be male dominated in the world compared to the other sectors such as consumer cooperatives. This could be one of the reasons that African cooperative movement is male dominated. Please see: L. McMurtry and J. McMurtry. (2015). "[Advancing gender equality: The co-operative way](#)". p. 15.



► **How did the participants see the Japanese cooperative movements?**

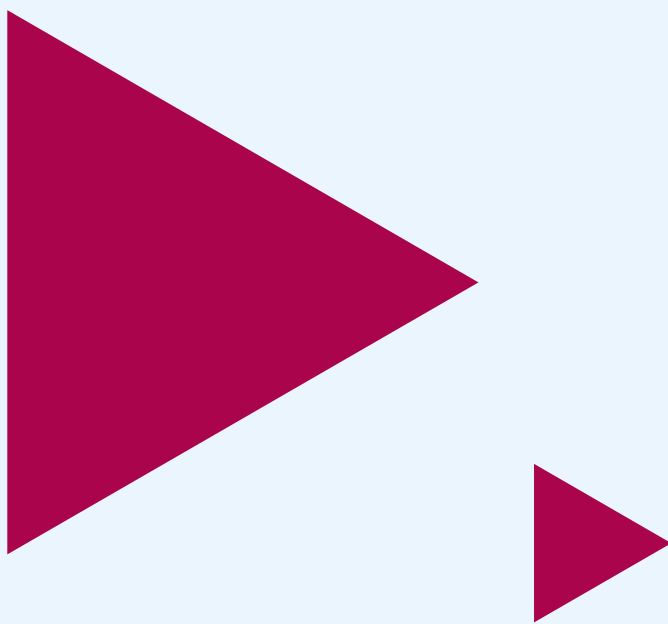
- “Japanese cooperatives exhibited their relevance to the 7th cooperative principle on **“concern for community”** particularly in health, environment, employment and financial inclusion.” [\(2019 participant\)](#)
- It is interesting to see “how Japanese cooperatives incorporate the **social and environmental aspects** in their strategies and activities.” [\(2018 participant\)](#)
- “In Japan there are **effective and efficient education, training and information** resources available to the cooperative leaders, unions, members and the general public regarding the benefit of the cooperative business model.” [\(2017 participant\)](#)
- “The **concept of cooperatives is like a brand** in Japan. Throughout the tour from one cooperative to the other I learnt that cooperatives are well managed and are profitable, a thing which is seldom in the case of our cooperatives.” [\(2017 participant\)](#)
- “Through the programme, I had the impression that cooperatives in Japan have a **“human face”**. They care about their members, especially the elderly.” [\(2016 participant\)](#)
- “In Japan, **the level of participation by members** in their cooperative is very high; members support their cooperatives very strongly.” (2013 participant: Mshiu, 2015, p. 24)
- “Cooperatives maintain **close relations with their members**. Communication between the two is very efficient and enables cooperatives to know what are the members’ needs and concerns. Members ... are well informed about what their cooperative is doing.” (2012 participant: Mshiu, 2015, p. 22)





# Roundtable discussion I

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## ► Roundtable discussion I-1

**Everyone's efforts, kindness and passion made the Study Tour a unique and long- lasting initiative.**

**Mr. Haruyoshi Amano, Ms. Simel Esim, Mr. Guy Tchami & Ms. Yumi Nabeshima**

The Study Tour has been implemented for ten years. This initiative developed from an informal agreement with the ILO and the JCCU more than ten years ago. This has been developed into a long-lasting initiative over the decades.

Ms. Yumi Nabeshima (ILO Tokyo) recognized the role that the Japanese cooperative movement could play in strengthening the African cooperatives and undertook several missions in order to build up partnerships for the Study Tour. Mr. Haruyoshi Amano (JCCU) considered the Study Tour as a good opportunity to put in practice the sixth cooperative principle, "Cooperation among Cooperatives" and he worked closely with Japanese cooperatives in various sectors to build up the programme. Mr. Guy Tchami (ILO COOP) has been involved in the Study Tour and African cooperative development projects since he joined the Coop<sup>AFRICA</sup> programme and, currently, he contributes to the design and implementation of various projects including this Study Tour in the ILO COOP. Ms. Simel Esim (ILO COOP), as the Head of the ILO COOP, ensures that initiatives like the Study Tour could be scaled up for cooperative development and decent work.

How did the Study Tour begin? What are the challenges? How has the Study Tour been developed? How can the programme be further improved? These four people, who have been involved in the development and implementation of the Tour, shared their perspectives.



**The Study Tour began with an informal agreement between the ILO and the JCCU. Everyone's energy, kindness, effort, and encounters helped us start and continue the Study Tour.**

**Ms. Nabeshima:** This programme is the crystallization of many events, missions, personal encounters, and efforts which took place from 2007 to 2009. In December 2007, ILO Tokyo was preparing for the [Tokyo International Conference on African Development \(TICAD\) IV](#), which was held in 2008. For the preparation, ILO Tokyo held a [public seminar](#) in Japan and invited Mr. Jürgen Schwettmann, who was then the Director of the ILO Office for East Africa, as a keynote speaker.

At that time, the Coop<sup>AFRICA</sup> programme had just launched in Dar es Salaam. Mr. Schwettmann wanted to sensitize Japanese cooperators of the project and seek Japanese support. I arranged the meeting between Mr. Schwettmann and the President of the JCCU. Even now, I clearly remember the meeting.

The meeting really opened me up to understand the important roles played by cooperatives for the world of work and development cooperation. At that meeting, Mr. Schwettmann and the JCCU President informally agreed to the collaboration between the ILO and the JCCU.

In 2008, I undertook some missions to Africa to visit the ILO Office in Dar es Salaam, Japan International Cooperation Agency (JICA) and the Japanese Embassy, in order to help the Coop<sup>AFRICA</sup> team to reach out to Japanese development partners in Tanzania, Kenya and Uganda while deepening my understanding of cooperative activities in East Africa.

In 2009, Mr. Amano took office at the JCCU International Department as the Manager. He followed up with the informal agreement between the ILO and JCCU and informed me that the JCCU would like to start a study tour programme jointly with the ILO to invite African cooperators.

**Mr. Amano:** The JCCU and the ILO, agreed to start the programme based on the ICA's sixth cooperative principle "Cooperation among Cooperatives". Before we started this program, the JCCU had already hosted trainings for cooperative leaders from Asian countries. By 2010, we had around 30 years of experience of holding many types of training programmes in Japan mainly in the consumer cooperative sector. Thus, we were well equipped in providing a study tour for African cooperative leaders and sharing with them our expertise and experience for further developing their cooperatives. With such confidence, we started the programme.

**Mr. Tchami:** This Study Tour is an interesting opportunity for applying the sixth cooperative principle, as Mr. Amano said. The Study Tour can be an effective platform to bridge the two movements, the cooperative movement in Africa and the one in Japan. The main idea of the Study Tour is to trigger an attitude change of the participants. We have to keep in mind that, for a long time, African cooperatives had relied only on states for support. Thus, the Study Tour was a good opportunity to show that a different model is possible. By showing the application of the sixth cooperative principle, it could be possible to change mindsets of African cooperators. In this regard, the Study Tour is in line with the initiatives of the Coop<sup>AFRICA</sup> programme.

**Ms. Nabeshima:** I was confident that it would be useful for African leaders to learn about the Japanese cooperative system and its strongly membership-based organization and approach. In addition, Mr. Sam Mshiu<sup>14</sup>, who was then working at the Coop<sup>AFRICA</sup> programme, told me that Japan's experience of recovering from the Second World War through solidarity and self-help would have important implications for African cooperatives, some of which had been heavily aid dependent.

Finally, the Study Tour officially started in 2010. This began with a very informal agreement, but thanks to everyone's energy, kindness, effort and encounters, we managed to start and continue the Study Tour.

**We had a number of challenges including financial aspects, gender balance and geographical diversities, but we managed to overcome these issues.**

**Mr. Amano:** Although we had long experiences of accepting cooperatives from overseas, most of them are from consumer cooperatives. In Africa, cooperative sectors are very different from Japan. At first, we had a few reservations as to whether our programme would be relevant for African leaders.



Mr. Amano speaking at the Public Seminar (ILO, 2019)

14 See also the article "Remembering Mr. Sam Mshiu" in this booklet.

**Mr. Tchami:** This was a concern at first, but as the Study Tour programme was very diverse, and covered a broad range of sectors, participants were pleased to see the broad view of the Japanese cooperative movement.

**Ms. Esim:** Japan has a wide range of cooperative experiences from consumer cooperatives, workers' cooperatives and health cooperatives, to cooperatives in care services, recycling, renewable energy, and in universities. These sectors are very different from Africa. African cooperatives concentrate mainly on agriculture, finance and housing sectors. These can inspire African cooperators in initiating different cooperatives in new sectors.

**Mr. Tchami:** There were three main challenges in implementing the Study Tour. The first one is the issue related to financial contributions. The ILO had to cover travel costs of some participants with limited financial resources. At first, Coop<sup>AFRICA</sup> allocated funds for the participants who could not afford the ticket cost. The ILO Office for East Africa also contributed to this effort. However, after Coop<sup>AFRICA</sup> ended in 2011, the Study Tour did not have the option to use funds from Coop<sup>AFRICA</sup> any longer. Then the ILO COOP also managed to contribute. Most of the time, African cooperative leaders managed to pay most of the travel costs. We assumed that some of the cooperatives were weak and could not afford the opportunities, but we were wrong. They often used their own budget to participate in the Study Tour, which showed their willingness and interest in the Study Tour.

The second challenge is the gender balance. The African cooperative movement closely reflects the reality in many African countries. Men are more likely to be part of cooperatives and the leadership positions are largely held by men. We saw it in the process of selecting participants. We did a lot to ensure gender balance, including sometimes recommending that African cooperatives send applications from women leaders. We even considered organizing a study tour for only women leaders.

The last challenge is the geographical diversity. At the beginning, the Study Tour was conducted for English speaking countries only. After that, we got requests from francophone African countries. We managed to address this challenge by organizing the Study Tour for francophone African countries in 2018. That arrangement was complicated for us, as we had to translate everything from English to French and vice versa. We spent a lot of time and energy to organize this but, in the end, it was successful by bringing in francophone dimensions to the Study Tour.

**Ms. Nabeshima:** At the operational level, there were many challenges. In the first five years or so, some participants could not receive approval by the government to visit Japan. If they could not get approval, they had to cancel the mission. Based on this experience, the ILO Tokyo started to sensitize African Embassies to let them know about the Study Tour by briefing them on the programme activities, as well as inviting them to the seminar on the last day.

### **At first, we launched the Study Tour in a very small and hand-made way. Now, we have managed to expand our partnerships and scale up the Study Tour.**

**Ms. Esim:** In my 30 years of working in social and economic development I have seen various study tour programmes and many of them are more ad hoc and on a needs basis. Compared to other programmes, this Study Tour is unique both for its length (ten days) and continuity (ten years). It is a rare case that commitments between two different organizations continue for such a long time.

The uniqueness of the Study Tour has also been supported by the individuals who have been involved in this programme. The JCCU continuously commits to put its staff, time and funds toward the implementation of the Study Tour. The ILO Tokyo keeps the relationship with the Japanese cooperative movement alive and open. The ILO COOP has been mobilizing the Study Tour participants. In addition, the ILO/JCCU secondment programme, which was developed from the partnership in the Study Tour, bridges the ILO

and JCCU. There is the opportunity to have staff who have understanding and knowledge of the Japanese cooperative movement, which has helped ILO COOP to be exposed to the practical aspects of the cooperative movement.

**Ms. Nabeshima:** In addition, political dimensions and financial resource mobilization are also key for the success of the Study Tour. At the beginning, we started the Study Tour on a very small scale. However, ILO COOP ran the programme effectively and managed to enlist the ICA-Africa. In

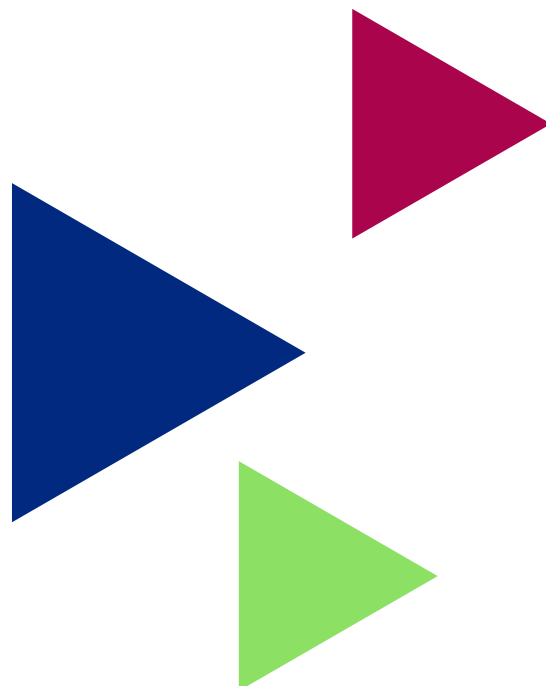
2017, Ms. Sifa Chiyoge, the Regional Director of the ICA-Africa, together with Ms. Esim, joined the Study Tour and visited Japan. That year, we had a high level event; we had a seminar, “[Cooperative Activities and SDGs \(Sustainable Development Goals\)](#)”, in the conference hall of the House of Representatives where Ms. Esim presented a [keynote speech](#). In addition, Ms. Esim and Ms. Chiyoge visited Japanese key stakeholders.

At the beginning, we started the programme in a very small and hand-made way. For example, the seminar on the last day was at the office of the ILO Tokyo with small catering after the event. But now we make sure to invite Ambassadors from African Embassies. Over the ten years, I think we have managed to expand the partnership and to make the Study Tour even more impactful.

► **Continue to Roundtable discussion I-2**



Ms. Esim (the second from the left) at the JA Shimizu ([ILO](#), 2017)





## ► Message from the “Godfather” of the Study Tour

### Mr. Jürgen Schwettmann

The starting point of the Study Tour dates back to 2007. Mr. Jürgen Schwettmann, the former Chief of the ILO COOP and the former Director for the ILO Office in East Africa, made initial contacts with the JCCU in 2007. Then, ILO Tokyo staff undertook a mission to the ILO Office in Dar es Salaam and started the cooperation with the ILO Coop<sup>AFRICA</sup>. At this point, the initial idea of the Study Tour emerged.

Mr. Schwettmann recalled the situation when the cooperation among the ILO and Japanese/African cooperative movement started and suggested a way toward strengthening the cooperation.



Mr. Jürgen Schwettmann ([ILO](#))

#### ► Mr. Jürgen Schwettmann<sup>15</sup>

He joined the ILO in 1988 as Regional Advisor on Cooperatives for Eastern, Southern and Central Africa before joining the ILO COOP Branch in 1994; he later became Chief of the ILO COOP (2001-2006). He took on positions as Director of the ILO Office for East Africa (2006-2008), Deputy Regional Director for Africa (2008-2011), and Director of the ILO's Partnerships and Development Cooperation Department (PARDEV) from 2011 to 2015.

### Challenges of African cooperative movements in the mid-2000s

In 2006, when I became the Director of ILO Dar es Salaam Office, the cooperative movements in East Africa were just about to recover from a painful period of structural adjustment, which lasted throughout the 1980s and the 1990s. Cooperatives had to reinvent themselves in an environment characterized by strong private sector competition, deregulation, liberalization, disengagement by the state and loss of donor interest in cooperatives.<sup>16</sup>

### The strong and diverse cooperative movement in Japan was of great interest for cooperative development in Africa

From my previous role as Chief of ILO COOP, I was aware that Japan has a very strong and diverse cooperative movement. I have had the opportunity to visit Japanese cooperatives on two occasions, and I returned very impressed. Moreover, Japan's development cooperation agencies were very active on the African continent. Japan is the driving force behind TICAD, and JICA maintains numerous offices on the African continent. In addition, ILO Tokyo was very supportive in establishing a partnership between Japanese and African cooperatives. These factors made it possible to smoothly build strong partnerships.

15 For further information, see: [ILO COOP 100 Interview: Jürgen Schwettmann, former ILO official and COOP Chief](#).

16 The situation of the cooperative sector in Africa since the liberalization of the economy in the early 1990s is very well captured in the book “[Cooperating out of Poverty, The renaissance of the African cooperative movement](#)”, which was published by the ILO in 2008. An electronic version is [available on the ILO Digital Repository “Labordoc”](#).



## Cooperative movements in Africa have developed over the ten years from 2010 to 2020. There are further opportunities for new cooperation.

Regarding the development of the African cooperative movement in this decade, there are two main remarkable developments. The first one is the emancipation of traditional cooperatives from the State and from donors. The agricultural marketing and supply cooperatives have become self-reliant and competitive. The savings and credit cooperatives (SACCOs), which had always been strong in East Africa, have grown even further and nowadays play an important role in financial intermediation.

The second development is the emergence of new forms and types of social and solidarity economy (SSE). These manifold manifestations of SSEs are particularly widespread in the informal economy. Examples include: marketeers' associations; motorcycle taxi cooperatives; domestic workers' trade unions; rotating savings and credit clubs; and many more. This is a particularly diverse and widespread movement which deserves greater attention and support.

## The Study Tour could be developed into trilateral South-South cooperation

For the further development of the Study Tour, I suggest developing the current bilateral Study Tour arrangement (African cooperators visiting Japanese cooperatives) into a trilateral scheme, whereby African and Japanese cooperators would together visit a third country in the Global South. JICA is one of the most active sponsors of South-South and Triangular cooperation, meaning that Japan supports partnerships and knowledge exchange between countries from the Global South.

## ► Message from the “Uncle” recalling the infancy of the Study Tour

### Mr. Philippe Vanhuynegem

An [ILO research](#) study (2005) showed that the African cooperative movement in the 2000s was on the point of entering into the phase of “renaissance”, after the hardship of governmental control and subsequent excessive liberalization caused by the structural adjustment (p. ix-x). The Coop<sup>AFRICA</sup> programme was established in 2007 to support this “renaissance” of the African cooperative movement by fostering their cooperative self-help mechanism. Mr. Philippe Vanhuynegem had been working as the Chief Technical Advisor (CTA) of the ILO Coop<sup>AFRICA</sup> programme from 2008 to 2010. He led the Coop<sup>AFRICA</sup> programme to design the Study Tour, which was launched in 2010. He recalled the challenges in building up the programme and reflected on the memories of the first edition of the Study Tour in 2010.



Mr. Philippe Vanhuynegem (ILO)

### ► Mr. Philippe Vanhuynegem

He worked as Chief Technical Advisor of the ILO Coop<sup>AFRICA</sup> programme from 2008 to 2010 and made efforts to build up the Study Tour. After leaving the programme he worked as Enterprises Specialist for the Andean region at the ILO's office in Lima. Between 2016-2021, he has served as the Director of the ILO Office for the Andean Countries. Since April 2021 he serves as the Chief of the Fundamentals Branch in the Governance Department of the ILO in Geneva.

## **African cooperative movement at that time faced numerous challenges related to the cooperative principles**

When I was working for the Coop<sup>AFRICA</sup> programme, the cooperative movement in Africa faced a series of challenges.

First, in terms of democratic member control, the governance structures were weak. Because of this weak governance, cooperative members' priorities and needs were not fully reflected in the cooperative activities.

In terms of autonomy and independence, although the State role had diminished, cooperatives often became dependent on external donors. In some cases, cooperatives were even created and driven by donors' funding rather than by members' needs.

Regarding education and training, although most cooperatives had some education and training programmes, the content and scope were limited or inadequate. In addition, the cooperative movement lacked diversity. The movement relied mostly on savings and credit cooperatives.

## **It took a long time to design the Study Tour to ensure continuous engagement of the stakeholders**

There were two main difficulties in designing the Study Tour. The first one related to cooperation with Japanese cooperatives. The JCCU suggested the Study Tour should be designed in a way that it would ensure the long-term engagement of the Japanese cooperative movement. It took a long time to reach an agreement on the proper structure of the Study Tour that ensured the long-lasting engagement of Japanese cooperatives. In addition, the JCCU usually focused on cooperation with Asian cooperatives. This new initiative towards Africa would open a new front of cooperation, which needed to be well thought out and planned.

The second difficulty related to the cooperation with the African cooperatives. As many of the African cooperatives were weak in their financial capacities, it was difficult for them to contribute to the programme on a long-term basis without the support by Coop<sup>AFRICA</sup>. Because of this financial aspect, it was difficult to reach out to the smaller cooperatives.

## **The Study Tour provided opportunities for development of African cooperators and reaffirming the importance of "Cooperation among Cooperatives"**

I organized the first Study Tour in 2010 and visited Japanese cooperatives with African cooperative leaders. During the Study Tour, African cooperators discovered the sophistication of the cooperative movement in Japan, in terms of both organizational aspects as well as the services. In addition, through the Study Tour, it became clear to the African cooperators that Japanese grassroots cooperatives could provide highly competitive services to their members, such as health care services, with outstanding technologies. It was also interesting that the Study Tour showed in practice the importance of promoting the sixth Cooperative Principle "Cooperation among Cooperatives".

## **For further improvement of the Study Tour ...**

I have two suggestions to improve the Study Tour. Firstly, it would be important to undertake a field level impact assessment for the cooperators in Africa. Secondly, it is important to establish measures that encourage Study Tour participants to undertake further actions after the Study Tour.

“The International Labour Organization may make suitable arrangements for such consultation as it may think desirable with recognized non-governmental international organizations, including international organizations of ... cooperators” (ILO Constitution, Article 12.3). “The measures to be considered by the competent authorities for the promotion of productive capacity and the improvement of standards of living of agricultural producers shall include ... the reduction of production and distribution costs by ... forming, encouraging and assisting producers’ and consumers’ **co-operatives**” (Social Policy (Non-Metropolitan Territories) Convention, 1947 (No. 82), Article 8(e)). “All practicable measures shall be taken for the protection of wage earners and independent producers against usury ... by the encouragement of facilities for borrowing money for appropriate purposes through **co-operative** credit organisations” (Social Policy (Basic Aims and Standards) Convention, 1962 (No. 117), Article 13.2). “Recognising that policies leading ... to creation and promotion of all forms of productive and freely chosen employment including ... co-operatives ... offer the best protection against the adverse effects of involuntary unemployment” (Employment Promotion and Protection against Unemployment Convention, 1988 (No. 168), Preamble). “[T]he employment of disabled persons should be promoted by means such as ... encouraging the creation and facilitating the operation of **co-operatives** ... managed by, or on behalf of, disabled persons” (Vocational Rehabilitation (Disabled) Recommendation, 1955 (No. 99), Paragraph 31(d)). “Where the creation of co-operative organisations would be of service, arrangements should be made for their development, including ... the creation ... of stock farms, fish ponds and market gardens on a **co-operative** basis; ... the creation of retail stores run by workers’ **co-operative**; ... the granting of assistance by governments by training members of **co-operatives**, by supervising their administration and by guiding their activities” (Protection of Migrant Workers (Underdeveloped Countries) Recommendation, 1955 (No. 100), Paragraph 43). “Programmes for the promotion of handicrafts and rural industries among the populations concerned should, in particular, aim at ...encouraging the formation of co-operatives” (Indigenous and Tribal Populations Recommendation, 1957 (No. 104), Paragraph 22(c))

## ► Roundtable discussion I-2

The Study Tour has changed the participants as well as the Japanese cooperative movements. We should continue to encourage cooperatives' self-help and solidarity

Mr. Haruyoshi Amano, Ms. Simel Esim, Mr. Guy Tchami & Ms. Yumi Nabeshima



We were impressed by the former Study Tour participants who had implemented concrete activities after the Study Tour. We also felt that participants had eye-opening experiences in Japan.

**Mr. Tchami:** In 2015, we invited eight former participants (from 2010 to 2015) to the two-day follow-up event in Dar es Salaam, titled "Seminar on the JCCU/ILO Study Tours for African Cooperative Leaders". On the first day, participants were each asked to present their initiatives after the Study Tour. On the second day, participants reflected on current challenges and discussed the ways to address them.

It was very interesting for me to see the changes implemented by the participants. Some of them explained that they managed to establish new activities or new products within the



Mr. Tchami delivering [keynote speech](#) at the Public Seminar ([ILO](#), 2019)

cooperatives. I remember one participant presented new insurance products developed from what they had seen in Japan.

In addition, the perception of the participants changed. For instance, some participants were impressed by the involvement of elderly people in the Japanese cooperative movement. Prior to the Study Tour, they could not imagine elderly people being involved in the cooperative movement in such an active way.

**Mr. Amano:** I was also impressed in the follow-up seminar in 2015. In the seminar, a participant from Kenya presented that she had introduced a new financial technology in the business process of her credit union. Then, a representative from Ethiopia was very impressed with the presentation. It was very impressive because this kind of interaction between cooperators had not happened in Africa before. I suggested to the participants from Kenya and Ethiopia that they could also have these types of exchanges of experiences on their own.

In addition, the seminar was also attended by representatives of the governments and trade unions. That was also a good opportunity to highlight the potential of African cooperatives to other sectors.

### **We have experienced drastic change over the decade in terms of cooperation among Japanese cooperatives in different sectors. We also closely cooperated with other cooperative sectors in Japan to develop the Study Tour contents.**

**Mr. Amano:** The Japanese cooperative movement has experienced drastic change over the decade in terms of mutual relations between different sectors of cooperatives. In the past, Japanese cooperatives in different sectors had little chance to work together, except on the [International Day of Cooperatives](#).<sup>17</sup> However, we started to work closely around 2010. The year 2012 was the [International Year of Cooperatives](#) (IYC). The IYC was announced in the [UN General Assembly Resolution 64/136](#), “Cooperatives in social development”, adopted in 2009. The IYC became a motivation for cooperatives to work together. At that time, we started the Study Tour. In organizing the Study Tour, the JCCU closely cooperated with other cooperative sectors, especially with agricultural cooperatives and workers’ cooperatives. Through this collaboration, we were able to reaffirm the importance of the sixth cooperative principle, “Cooperation among Cooperatives”.

**Ms. Nabeshima:** In 2020, the ILO Tokyo conducted an interview series with several Japanese cooperators, named “[Cultivate the COOPs](#)”. We interviewed cooperators in different sectors including a [consumer cooperative](#), a [workers’ cooperative](#) and an [agricultural cooperative](#). Thanks to the partnership cultivated by the Study Tour, we managed to conduct the interviews with various cooperative sectors. We hope these interviews help people, especially youth, understand cooperatives better.

**Mr. Amano:** In addition, cooperators in Japan who received the Study Tour participants were happy to meet the visitors from Africa. This is a great encouragement for the cooperators because they increase their confidence about their businesses and activities by explaining them to cooperators abroad.

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<sup>17</sup> The International Day of Cooperatives was proclaimed in the [UN General Assembly Resolution 47/90](#), “The role of cooperatives in the light of new economic and social trends”. Other UN Resolutions and reports on cooperatives are available at the [UN website](#).



## Cooperatives in Africa should continue their exchanges after the Study Tour on their own initiatives. The ICA-Africa could play a key role in this regard.

**Mr. Amano:** In 2015, we managed to hold a follow-up event for the former participants through the initiative of the ILO. I think that the cooperative side could spontaneously organize such events to promote exchanges of experiences and “Cooperation among Cooperatives” on their own initiatives. In this regard, the ICA-Africa could play key roles and the ILO could play the role of a catalyst for that kind of cooperation platform.

**Mr. Tchami:** I also agree with Mr. Amano’s suggestion. Through the Study Tour, African cooperatives realized that they could do more by themselves. When I attended the Study Tour in 2019, I suggested to some participants that they conduct these kinds of initiatives by themselves within the African region. The ILO should support this kind of cooperation among cooperatives in practice.

**Ms. Esim:** It would be great for ICA-Africa to take a more active role in the Study Tour. It is possible that this joint initiative could openly include the ILO and the JCCU, as well as the ICA-Africa as a tri-party partnership. The ICA has been supportive in the dissemination of the announcements for the programme. In addition, in 2017, Ms. Chiyoge participated in the programme, which gave her first hand experience into the partnership.

## Capacity development of cooperatives can also help build up trade relations between cooperatives in Japan and Africa.

**Ms. Esim:** Participants were inspired by the activities in Japan and wanted to introduce some of these activities in their own countries and cooperatives. To encourage such initiatives, we would need to put in place some funding schemes providing seed grants that support their realization. At this time we do not have that kind of funding mechanism that would allow for implementation of ideas. We are now considering visits between the African cooperative leaders to the local offices of JICA in their countries. They would explore ways that they could apply learnings from Japanese cooperatives during the study tour through funding from Japanese government funding for international cooperation.



Ms. Nabeshima (on the right) at the visit to the Labour Bank (ILO, 2018)

**Ms. Nabeshima:** There is also an idea that we could develop this current bilateral scheme (Japan and African countries) into a trilateral arrangement. Indeed, the JICA is very keen on triangular cooperation. They are also interested in the unique role of the ILO in cooperative development. I hope there are possibilities for triangular cooperation for cooperatives in Japan and Africa and some other region. But, of course, we should start by taking small steps first. For instance, it would be helpful to translate some good examples of existing triangular cooperation among cooperatives into Japanese to introduce them in Japan.

**Ms. Esim:** Recently, ILO COOP as well the ICA-Africa have been very keen on [cooperative-to-cooperative trade](#) (C2C trade) to promote fair trade practices. There are some discussions on the possibility of developing trade relationships between Japanese and African cooperatives. Of course, there are a lot of challenges that we should overcome. Recently, ILO COOP conducted [research](#) on C2C trade in the Southern

African Development Community (SADC) region, which was funded by the JCCU in the framework of the ILO/JCCU secondment programme. The study showed that the main barrier for trade is the lack of cooperative capacities. Hence the path to C2C trade passes from cooperative development.

For building up trade relations between Japanese and African cooperatives, bigger partnership is needed to achieve the goal. However, capacity development of cooperatives can increase the chance for cooperatives to get into trades.

**Mr. Tchami:** Regarding C2C trade, we should also pay attention to internal trade within Africa. The study by ILO COOP shows that internal trade in Africa is important for ensuring food security. The ILO should promote these internal trades in collaboration with the Japanese cooperative movement as they have a lot of expertise.

### **We should do a virtual Study Tour to attract future participants as well as people in other regions.**

**Mr. Amano:** Even in the midst of the COVID-19 pandemic, we have to continue interaction with African cooperatives. We should keep in contact with African cooperatives through the channel of the ICA-Africa. At the cooperative level, we should do something to maintain our cooperation.

**Ms. Esim:** It could be possible to conduct a virtual study tour by using available online technologies. Making videos of Japanese cooperatives available online is one way to go about it. This virtual tour would not only allow future participants of the Study Tour to orient themselves to know about Japanese cooperatives beforehand, but also allows them to share their observations when they return to their countries. It also makes the Study Tour more appealing and accessible to other countries and regions.

**Mr. Amano:** That is a good idea. We can make some videos to introduce our good experiences on management of cooperatives as well as how cooperatives help promote sustainable societies.

► **Mr. Haruyoshi Amano**,<sup>18</sup> Manager, International Department, JCCU

► **Ms. Simel Esim**, Programme Manager, ILO COOP

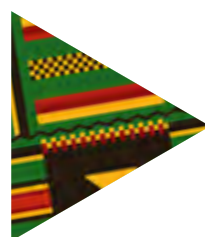
► **Mr. Guy Tchami**, Cooperative Policy and Research Specialist, ILO COOP

► **Ms. Yumi Nabeshima**,<sup>19</sup> Programme Coordinator, ILO Tokyo

<sup>18</sup> See also "[ILO COOP 100 Interview: ILO Interview with Mr Haruyoshi Amano, Manager, International Relations Unit, Japanese Consumers' Co-operative Union \(JCCU\)](#)" (ILO Website).

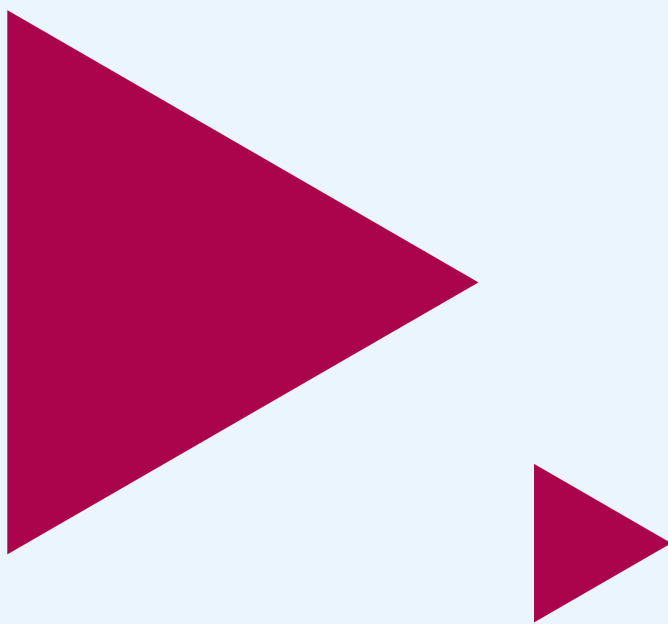
<sup>19</sup> See also "[COOP Champions: Yumi Nabeshima, ILO Tokyo](#)" (ILO Website).





# African cooperative leaders after the Study Tour

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## ► African cooperative leaders after the Study Tour 1

### Progress toward a brighter future of the African cooperative movement

#### Ms. Sifa Chiyoge (2017 participant)

African cooperatives are growing rapidly after the era of “renaissance”. The ICA-Africa, as an apex organization of the African cooperatives, stands at the centre of the African cooperative movement. The ICA-Africa [has 41 member tertiary cooperatives in 23 countries](#) and promotes autonomous and viable cooperatives through capacity building and policy advocacy. Ms. Sifa Chiyoge, the Regional Director of the ICA-Africa, joined the Study Tour in 2017 to visit Japanese cooperatives. She recalled the experience in the Study Tour and also discussed the role of the African cooperative movement in the midst of the COVID-19 pandemic.

#### ► Ms. Sifa Chiyoge<sup>20</sup>

She serves as the Regional Director of the ICA-Africa. She joined the Study Tour in 2017 with Ms. Simel Esim to visit Japanese cooperatives.

### Cooperative development is exponential in this decade, enabling access to economic opportunities for more people in Africa, while also protecting vulnerable people.

In Africa, cooperative development has gone through phases starting with the pre-colonial, colonial, post-colonial and era of liberalization. With these stages, the cooperative movement has proven to be resilient over time. The [“Africa Cooperative Development Strategy 2013-2016”](#) focused on leveraging the benefits of a cooperative enterprise, while providing dynamic consistency in policy and robust institutions that provide the springboard for actions by cooperatives and their members (p. 4).

The [“Africa Cooperative Development Strategy 2017-2020”](#) focuses on Inclusive Growth, a concept that advances equitable opportunities for economic growth with benefits incurred by every section of society, and the transition to sustainable development (p. 4). In this regard, cooperative development



Ms. Sifa Chiyoge (ILO, 2017)

20 See also the [ILO COOP 100 Interview with Ms. Sifa Chiyoge](#).

has been exponential since 2010, enabling access to economic opportunities for more people in Africa, while also protecting vulnerable people.

In this decade, we have achieved growth in membership, engagement and relationships with key stakeholders such as governments. Cooperation among cooperatives has also improved through cooperative identity and image. However, there have also been challenges such as policy, financial, market access and the COVID-19 pandemic.

### **The Japanese cooperative model has the potential to help many African small-scale farmers to be successful in their business.**

I visited Japanese cooperatives in the 2017 Study Tour where I had a chance to visit small-scale farmers in a Japanese cooperative. In Africa, there are also many small-scale farmers, which is similar to Japan. We had a common narrative that one needs to be a big commercial farmer in order to be successful in Africa. However, I found it surprising that Japanese agricultural cooperatives had been able to challenge the narrative common in Africa. Although they were small, they did very well in their cooperative model.



Ms. Chiyoge (the third from the left) at the JA Shimizu (JCCU, 2017)

The Study Tour was also a good opportunity for exchanging opinions with other African cooperative leaders. I learned a lot from face-to-face exchanges and developed stronger personal bonds. We could freely express our opinions and share our experiences.

Based on the partnership of African and Japanese cooperatives, we could strengthen our partnership in the future to cover the cooperative-to-cooperative trade as well as additional exchange programmes that will benefit cooperatives.

After I joined the Study Tour, the ICA-Africa launched the [Alliance Africa Agricultural Co-operative Organization \(AAACO\)](#), a sectoral organization of the ICA-Africa, in 2018. The AAACO promotes better understanding and economic collaboration between agricultural cooperatives and other types of cooperatives, both globally and at the local level. In the platform, I shared the lessons learned in Japan, especially in the area of agricultural cooperatives.

### **African cooperatives are putting into practice cooperative principles to help the community in the midst of the COVID-19 pandemic. They will certainly contribute to the rebuilding and transformation of our societies.**

Since the lockdown in many countries, people turned to their cooperatives for help since they had nowhere else to turn. Fortunately, cooperatives responded positively, showing that indeed

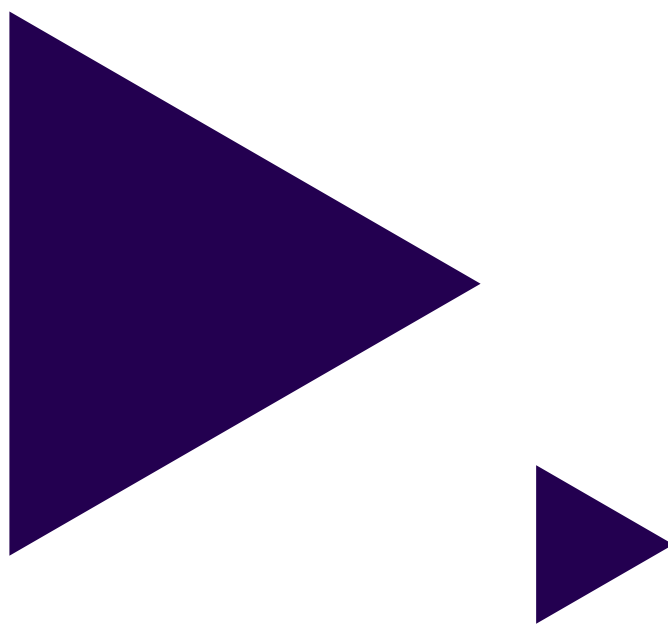


Ms. Chiyoge (on the right) (ILO, 2017)

cooperatives can care for their communities just as stated in the seventh principle of cooperatives, "Concern for Community". The ICA-Africa has seen a number of cooperatives in Ethiopia, Rwanda, Kenya, Botswana, Zambia, Nigeria, Morocco, South Africa and other countries mobilizing resources to support their communities. Some cooperatives have initiated solidarity funds and crowdfunding to support businesses and vulnerable people mostly by distributing food.

The cooperatives have remained a source of information. Some decided to extend the fifth cooperative principle, "Education, Training, and Information", further and have been monitoring and disseminating useful information on COVID-19 to members and the public.

Cooperatives have also shown resilience and now more people have seen the importance of cooperation. The pandemic has also created some opportunities that cooperatives can venture into in the next stage. We strongly believe that cooperatives will be instrumental beyond the emergency phase and will contribute to the recovery and transformation of our societies.



## ► African cooperative leaders after the Study Tour 2

### Supporting cotton producers in Côte d'Ivoire

#### Mr. Kobenan Maurice Koffi (2018 participant)

2018 was the first time that the Study Tour received cooperators from francophone countries in Africa. Mr. Kobenan Maurice Koffi works at the Federation of Cooperative Societies of the Producers of the Cotton Sector of Côte d'Ivoire (FPC-CI). As a national apex organization of cotton producer cooperatives, the FPC-CI supports member cooperatives' supply of inputs and collective equipment, and conducts capacity building for member cooperatives. The experiences in the Study Tour accelerated his effort for diversifying the cooperative activities of cotton producers.

#### ► Mr. Kobenan Maurice Koffi

He serves as the Technical Assistant to the Director General, Federation of Cooperative Societies of the Producers of the Cotton Sector of Côte d'Ivoire (FPC-CI). He participated in the Study Tour in 2018.

### Everything I learned in the Study Tour was relevant for the development of our cooperative

All the sessions in the Study Tour were relevant for us. For instance, in the JA Hadano (one of the local agricultural cooperatives), I could see varieties of cooperative activities including agricultural production. I was amazed by their organization and had a great time visiting their farm producers' stores. The experience in Co-op Deli / [Co-op Mirai](#) (one of the local consumer cooperatives) was also impressive for me.

I really liked the fresh produce and food store of this cooperative. Visiting the waste recycling centre of the cooperative was also an ingenious opportunity. I was touched by their willingness to help people with disabilities by employing them in their recycling facility. In addition, it was a valuable experience to present about the cooperative movement in Côte d'Ivoire as well as about my cooperative organization to Japanese and African cooperators in the last day's public seminar.



Mr. Kobenan Maurice Koffi ([ILO](#), 2018)

### Lessons from the Study Tour successfully help members diversify their activities beyond cotton production

After the Study Tour, we organized a seminar to present the experiences in the Study Tour and submitted the report to my cooperative. We explained in detail everything that we saw in Japan, including the activities of cooperatives and their organizational management. We then carried out awareness-raising missions with our cooperative members to reach as many people as possible



and explained the lessons of the Study Tour to them. Finally, we sensitized our members for the consolidation of the cooperative movement and the diversification of activities by trying to adapt the Japanese model to our specific contexts. The objective of the diversification of activities is the creation of income-generating activities, the creation of jobs, the improvement of the income of cooperators, and the provision of services to the community.

After our actions, we noticed that producers started to recognize the diversification of activities as an essential element. Cotton producers cultivate crops other than cotton, such as corn, rice and soybeans. Of course, they practiced these strategies in the past, but our awareness-raising actions enabled them to move towards professionalization.



Mr. Koffi (the third from the left) at the Co-op Deli Eco Centre (JCCU, 2018)

## Cooperative network plays key role in breaking the transmission of COVID-19

INTERCOTON, the inter professional organization of the cotton sector in Côte d'Ivoire, and the FPC-CI organized a vast awareness campaign for preventing transmission of COVID-19 in the cotton basin and throughout Côte d'Ivoire. This campaign was done based on the "barrier measures" enacted by the Ministry of Health and Public Hygiene. This was coupled with the delivery of hygiene and prevention tools to 250 villages with an estimated population of 300,000, and to health facilities in villages in the cotton basin.

The awareness-raising mission sensitized the cotton producers and local population on the importance of "barrier measures" before giving them hygiene and prevention tools. Since the majority of the cotton producers live in rural areas where access to information is limited, our awareness-raising mission is an effective way for the sensitization of "barrier measures". Through this action, we want to help minimize the impacts of the pandemic on the cotton sector.



FPC-CI and INTERCOTON conducted awareness raising mission on the prevention of COVID-19 and distributed hygiene and prevention tools (FPC-CI, 2020)



## ► African cooperative leaders after the Study Tour 3

### Beyond traditional SACCOs

#### Ms. Joan Susan Atuhurra (2019 participant)

In Africa, SACCOs play important roles in promoting financial inclusion. In addition, SACCOs have great potential to diversify their activities to respond to the needs of the community. Ms. Joan Susan Atuhurra, a leader of the apex organization of SACCOs in Africa, explores SACCOs' roles beyond traditional mandates. After participating in the 2019 Study Tour, she plans to advocate for the formation of cooperatives in new sectors.

#### ► Ms. Joan Susan Atuhurra

She serves as the Head of Finance & Administration of the African Confederation of Cooperative Savings and Credit Association (ACCOSCA). She participated in the Study Tour in 2019 and visited Japan.

### ACCOSCA offers trainings to members and holds conversations with regulators to unlock potentials of SACCOs

[African Confederation of Cooperative Savings and Credit Association \(ACCOSCA\)](#) is a Pan-African confederation of national associations of SACCOs. ACCOSCA aims to improve livelihoods of people in Africa by promoting financial inclusion through empowering member SACCOs.

ACCOSCA has a development initiative, called Development Educators program. The graduates of the program implement projects that address development challenges in their communities by using the cooperative model.

ACCOSCA also maintains strong relationships with national associations and governments in several African countries. ACCOSCA organizes a Regulatory Round table every year to discuss issues related to SACCOS with regulators.



Ms. Joan Susan Atuhurra speaking at the public seminar ([ILO](#), 2019)

### Diversified cooperative activities in Japan could be replicated in Africa to tackle various social challenges

The Study Tour reaffirmed the central role that cooperatives can play in addressing the social and environmental challenges in Africa.

In the Study Tour, I could see diverse cooperative activities that can respond to various social challenges. Japan has health and welfare cooperatives, which were new to me. This is a key intervention considering that accessing medical care for long term illnesses can be costly. In Japan, wide varieties of

cooperative activities exhibited concern for community at all levels. Most cooperatives in Africa are yet to diversify in areas like health, welfare, and workers' cooperatives. In addition, insurance for both agricultural and natural disasters among members offers reassurance to members thus building a strong cooperative brand. This is not a common product among the cooperatives in Africa.

I also learned that good governance and relations with the government are also key for the success of cooperatives. For instance, I noticed that the regulation of the various consumer cooperatives promotes good governance and provides a basis for growth. With proper structures, cooperatives can spur growth and add value to farmers. The co-op stores in Japan are a key link between the farmers and the end users to avoid exploitation from the intermediaries, which is common in Africa. The Japanese Government is also supportive of the cooperative sector through subsidies in taxation. In addition, the government has devised means of using idle land as a factor of production. This approach could be adopted in Africa to offer employment, in particular, to the youth and women who usually are excluded from land ownership.



Ms. Atuhurra (on the right) listening to the session on health and welfare cooperatives (ILO, 2019)

### **ACCOSCA, in close cooperation with partners, plans to encourage establishment of new types of cooperatives seen in Japan for the diversification of activities of SACCOS**

The health and welfare cooperative model that I encountered in Japan can be replicated in Africa. Through the ICA, preliminaries for setting up health cooperatives are underway in Kenya. Representatives from three institutions (ACCOSCA, [Kenya Union of Savings & Credit Co-operatives \(KUSCCO\)](#) and [Co-operative University of Kenya](#)) constitute the committee of this initiative. The COVID-19 pandemic clearly showed the need for health care cooperatives in Africa. Our members have indicated that most of the financial facility provided for consumption ends up being directed towards education and health. In addition, SACCOS are strong financial institutions that can diversify into other sectors within the confines of the regulations. Thus, ACCOSCA is promoting the integrated model across Africa in order to leverage SACCOS' strength to spread into other sectors like the health cooperatives. ACCOSCA formed a foundation that aims to promote integration among sectors to rebuild communities through the Development Educators program. This could help support creation of health cooperatives as well.



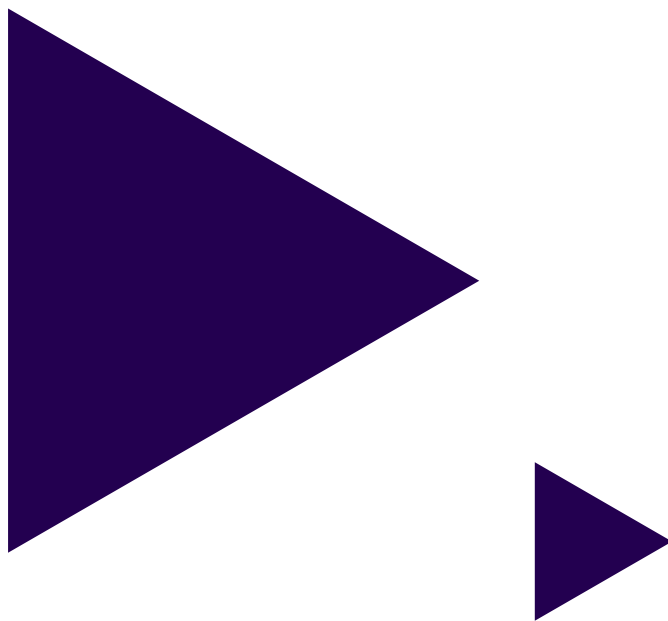
Ms. Atuhurra (on the right) at the University of Tokyo Co-op Store (ILO, 2019)

In addition, we plan to encourage formation of university cooperatives as a way of attracting the youth into the cooperative sector. In the Study Tour, I found that university cooperatives in Japan play a key role in integrating the youth into cooperatives. The database of SACCOS in Africa maintained by ACCOSCA over time will explicitly indicate the involvement of youth in cooperatives. Through partners we are working with on youth integration in the sector, we are rolling out formation of SACCOS in tertiary education institutions in Kenya and we will develop a curriculum for financial literacy for university and lower school students.

## **Talking with regulators and national associations to support SACCOs' operation amidst the COVID-19 pandemic**

Amidst the COVID-19 pandemic, many SACCOs experienced difficulties in their operations. Some countries did not recognize SACCOs as essential services; thus they were unable to serve members. ACCOSCA held virtual meetings with regulators and national associations to promote cross-learning among countries. As a result of these engagements, some restrictions on SACCOs are being lifted in some countries, which made operations of SACCOs easier. We believe that the regulators should be flexible enough to respond to members' needs, making it easy for SACCOs to remain in operation. The national associations affiliated to ACCOSCA have also been instrumental in the advocacy and coordination with the regulators.

In addition, ACCOSCA is conducting trainings for SACCOs to strengthen their operations so that they can respond to the effects of the pandemic.



## ► African cooperative leaders after the Study Tour 4

### Grassroots efforts for dairy cooperative development

#### Mr. August Ernest Kimario (2019 participant)

In Tanzania, the dairy sector is recognized as one of the important growth areas in the agricultural sector.<sup>21</sup> However, there are also challenges for the development of the dairy sector, including low production and productivity as well as low consumption of dairy products.<sup>22</sup> Cooperatives play a key role in tackling these issues by enhancing the capacity of dairy farmers and access to markets. Mr. August Ernest Kimario works in the dairy cooperative sector in Tanzania and continues his grassroots effort for the value chain development of the dairy sector.

#### ► Mr. August Ernest Kimario

He served as the Coordinator of the Kilimanjaro Dairy Cooperative Joint Enterprise (KDCJE) when he participated in the Study Tour in 2019. He currently works for Land O'Lakes Venture<sup>37</sup> and continues his effort to support dairy cooperatives.

### Japanese cooperative movement reflects cooperative values and principles well

Through the Study Tour, I realized the potential of cooperatives for social and economic development.

Firstly, the Japanese cooperatives embody cooperative values and principles well, which helps them achieve social and economic development. In all areas we visited, it was interesting to hear about how the cooperative models are being implemented. The philosophy and the core idea of the cooperative movement in Japan came from Toyohiko Kagawa, the father of the Japanese cooperatives. The philosophy and idea of cooperatives brought by Kagawa leads to the improvement of community welfare and progress towards achieving the SDGs.

I also was interested in the diverse landscape of the Japanese cooperative movement, spanning across multiple sectors including medical care, universities, agricultural and financial institutions. This model could allow a broader engagement from people in the cooperative movement.



Mr. August Ernest Kimario speaking at the Public Seminar (ILO, 2019)

21 The United Republic of Tanzania Ministry of Livestock and Fisheries. (2020). "[Livestock and Fisheries Commodity Value Chain Briefs Brief No. 2: Dairy](#)", p. 1.

22 The United Republic of Tanzania Ministry of Livestock and Fisheries. (2020), p. 7.

Although Japanese cooperatives are, of course, run by the members, the government also creates an enabling environment for cooperatives, especially in terms of regulation and financial support.

The Study Tour was well organized, and I learned a lot. This should be continued so that more African cooperative leaders can develop their cooperative activities. In addition, the ILO COOP and the JCCU should update the former participants on new programmes or initiatives done in respective African countries for knowledge sharing. It would also be helpful to provide support and back up on the implementation of the projects by the former participants.



Mr. Kimario (the fourth from the left) in Kagawa Archives & Resource Center ([ILO](#), 2019)

## Grassroots initiatives have been implemented to respond to the members' needs

After the Study Tour, I conducted a feedback meeting with the cooperative board and cooperative stakeholders to share the best practices in Japan. I presented the report there to disseminate the lessons learned in Japan.

In order to enrich our service for the member cooperatives, we cooperated with the insurance sector to provide members with health insurance services. This was highly welcomed by our members.

In addition, we made efforts to receive loans from banks to improve the capacity of dairy farmers. The loans helped improve genetic breeds of dairy cattle and milk cooling tanks for the member cooperatives in remote areas.

## Capacity building for dairy cooperative development

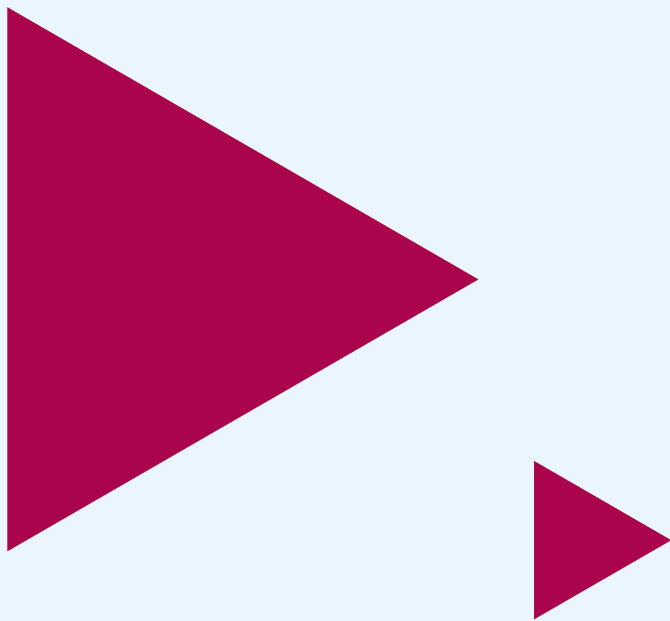
I am currently working for [Land O'Lakes Venture37](#), an international non-profit organization which is affiliated with the US cooperative organization, [Land O'Lakes, Inc.](#) The major objective of Land O'Lakes Venture37 is to support farmers through developing the agricultural value chain. I mainly work in four regions in Tanzania: Dar es Salaam, Coast (Pwani), Morogoro, and Tanga. In the current work, we are supporting dairy cooperatives to facilitate their access to quality inputs as well as providing advisory services. In this first year of implementation, we are supporting around six cooperatives in the project. The goal of the project is to enable smallholder dairy farmers to access quality dairy inputs and dairy extension. We also provide advisory services for the dairy cooperatives to improve milk productivity, increase income, and increase milk consumption per family member.

"All practicable measures should be taken for the protection of wage earners against usury ... by the encouragement of facilities for borrowing money for appropriate purposes through **co-operative** credit organisations" (**Plantations Recommendation**, 1958 (No. 110), Paragraph 15(4)). "Employers should recognise the importance to them of the provision of housing for their workers on an equitable basis ... by autonomous private agencies, such as co-operative ... , separate from the employers' enterprises" (**Workers' Housing Recommendation**, 1961 (No. 115), Paragraph 12(1)). "Measures should be taken ... to create handicrafts and small-scale industries and to assist them to adapt themselves to technological advances and changes in market conditions so that they will be able to provide increasing employment without becoming dependent on such protective measures or special privileges as would impede economic growth; to this end the development of **co-operatives** should be encouraged" (**Employment Policy Recommendation**, 1964 (No. 122), Paragraph 26(b)). "[T]he competent authorities, in collaboration ... with the organisations concerned, should encourage, and give instruction in, the organisation by tenants, share-croppers and similar categories of agricultural workers of **co-operative** institutions, such as production **co-operatives**, co-operatives for the processing of agricultural produce, credit **co-operatives**, marketing co-operatives and purchasing **co-operatives** and the strengthening of such institutions where they already exist" (**Tenants and Share-croppers Recommendation**, 1968 (No. 132), Paragraph 21). "In order to ensure a sound growth of rural workers' organisations and the rapid assumption of their full role in economic and social development, steps should be taken, by the competent authority ... to ... provide training designed particularly for educators of rural workers, to enable them ... to help in the development of **co-operative** ... which would enable organisations to respond directly to membership needs while fostering their interdependence through economic self-reliance" (**Rural Workers' Organisations Recommendation**, 1975 (No. 149), Paragraph 16(d)). "Migrant workers and members of their families lawfully within the territory of a Member should enjoy effective equality of opportunity and treatment with nationals of the Member concerned in respect of ...rights of full membership in any form of **co-operative**" (**Migrant Workers Recommendation**, 1975 (No. 151), Paragraph 2(h)).

# Cooperatives for sustainable societies

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Study Tour Highlights





## ► Cooperatives for sustainable societies

► “We believe cooperatives can make significant contributions to the SDGs on employment, poverty, hunger, and equality.”

► Mr. Ban Ki-moon, the former UN Secretary-General

### Cooperatives are key for achieving the SDGs

In 2015, the UN announced the Sustainable Development Goals (SDGs) in the [General Assembly Resolution 70/1](#), “Transforming our world: the 2030 Agenda for Sustainable Development”. The SDGs consist of 17 goals that should be achieved by 2030 in order to advance toward a better future. The General Assembly Resolution explicitly recognizes the role of cooperatives as one of the important private sector organizations for achieving the SDGs, especially in the areas of “productivity, inclusive economic growth and job creation” (para. 41 and 67). In addition, Mr. Ban Ki-moon, the former UN Secretary-General mentioned in [the statement for the International Day of Cooperatives in 2016](#); “Cooperative ... embodies the principle of the Sustainable Development Goals that no-one should be left behind. ... We believe cooperatives can make significant contributions to the SDGs on employment, poverty, hunger, and equality.”



## Cooperative movement worldwide is advancing toward the SDGs

The international cooperative movement had been actively promoting its role in sustainable development before the adoption of the SDGs. In 2013, the ICA published [“Blueprint for a Co-operative Decade”](#) to bring the cooperative way of doing business to a new level. The report recognized the position of cooperatives as “builders of sustainability” (p. 14-18). In addition, the ILO and the ICA jointly published, [“Cooperatives and the Sustainable Development Goals: A contribution to the post-2015 development debate”](#) in 2014 to stress the role of cooperatives in achieving a sustainable future. After the adoption of the SDGs, the ICA launched a campaign [“Co-ops for 2030”](#) to encourage cooperatives worldwide to make efforts toward achieving the SDGs.<sup>23</sup>

Japanese cooperatives<sup>24</sup> also take concrete initiatives for achieving the SDGs. For instance, the JCCU declared [“Co-op Action Plan for SDGs”](#) in 2018 and made various initiatives including the development and supply of CO-OP Brand Products by adopting the concept of ethical consumption. [The JCCU received the Chief Cabinet Secretary Prize](#) in the 2nd [Japan SDGs Award](#) in 2018.

## The Study Tour shows how cooperatives can contribute to the SDGs in practice

Learning about sustainable cooperative activities is one of the key elements of the Study Tour. As expressed in the seventh cooperative principle, “Concern for Community”, Japanese cooperatives as a whole are deeply rooted in the local community and provide solutions to various social problems (Goal 11). In addition, the Study Tour showcases cooperative models for contributing to the SDGs in practice, including financial inclusion for reducing poverty (Goal 1), sustainable agriculture and food security (Goal 2), health care (Goal 3), education (Goal 4), ensuring decent work (Goal 8), responsible consumption (Goal 12), and prevention of climate change (Goal 13).



[JCCU received Chief Cabinet Secretary Prize at the SDGs Award](#) (JCCU, 2018)

23 For more information on cooperatives and SDGs, see the series of reports by the Committee for the Promotion and Advancement of Cooperatives (COPAC), [“Transforming our world: A cooperative 2030”](#).

24 See also [“SDGs Implementation Guiding Principles Revised Edition”](#), edited by the Japanese Government in 2019.

## ► Study Tour Highlight 1: Health and Welfare Cooperative

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### Promoting healthy communities



In Japan, consumer cooperatives also operate in health care. In the Study Tour, we visited a hospital using a cooperative model. One of the major advantages of cooperative hospitals is the members' participation in the management of the hospitals. Although cooperative hospitals are open to all people, those who become members can reflect their voices to improve the hospital management, in line with the cooperative principle.

The cooperative model is good for promoting a healthy community. [Health and welfare cooperatives](#) not only provide medical services, but also conduct physical and mental health promotion activities in the community and reinforce a community network of health and medical care institutions.

This cooperative model of health care shows African cooperators a new way of promoting the health of their community.



Oizumi Health Cooperative Hospital: Bathtub that people with disabilities use easily (JCCU, 2013)

► **Comments from participants**

- “Japanese cooperatives are aiming at creating a society where everyone including persons with disabilities and/or sickness, elder persons, and children can live with a sense of safety. A good example of this is the **provision of comprehensive and high quality health and medical care services by cooperatives**. They also **encourage community members to communicate [with] each other** and work together to live healthy and enjoyable lives.” ([2019 participant](#))
- “Japanese cooperatives also operate hospitals to provide medical and care services. **They benefit their members and local communities through medical treatment, elderly care, health promotion activities** such as awareness raising campaigns to improve individual daily habits and outreach activities to network with local residents.” ([2017 participant](#))
- “I was also impressed by how communities came together to establish health cooperatives which are also **well integrated into the national health insurance system**.” ([2017 participant](#))



Service counter for recruiting new members for the health and welfare cooperative ([ILO, 2013](#))



Oizumi Health Cooperative Hospital ([ILO, 2013](#))



A participant using medical instrument ([ILO, 2016](#))



## ► Study Tour Highlight 2: University Cooperatives

### Cooperatives for youth



[University cooperatives](#) are a kind of consumer cooperative, consisting of students, staff and professors of universities. University cooperatives are formed in most of the universities in Japan to support their students, staff and professors. University cooperatives make service agreement contracts with their universities to operate their activities in their universities. Their activities include co-op stores, bookstores, school cafeterias, and mutual insurance as well as other supports for learning and

activities in school life. While university cooperatives are common in Japan, this system is new for many African cooperators. They often noted that they would like to introduce the university cooperative model to attract youth into the African cooperative movement.



University of Tokyo Co-op Store ([ILO](#), 2018)

► **Comments from participants**

- “University cooperatives in Japan play a **key role in integrating youth into cooperatives**. The value derived from their membership is likely to inspire them to join other cooperatives after graduation.” ([2019 participant](#))
- “A visit to the University of Tokyo Co-op was another **interesting experience as to how young students engage with the cooperative in their daily lives**. They can also participate in the management of the cooperative. This will **make them feel the cooperative values** and achieve their personal growth.” ([2019 participant](#))
- “The establishment of cooperative business at the various universities **makes good use of the existing populations as a market**. University of Tokyo Cooperative provides **meal, insurance, financial services, books** and other allied services to the students, teachers and non-teaching staff and even the general public. It also support students to participate in **employable skills training and learning**.” ([2017 participant](#))
- “University cooperatives as they exist in Japan are a brilliant idea. **We need to introduce the idea in Africa – not only at institutions of higher learning but also in secondary and high schools**. Young people need to be groomed to take up the reins of the cooperative movement of the future.” (2014 participant: Mshiu, 2015, p. 28)

University of Tokyo Co-op Store ([JCCU, 2016](#))University of Tokyo Co-op Store ([ILO, 2016](#))University of Tokyo Komaba Campus ([JCCU, 2018](#))

## ► Study Tour Highlight 3: Home Delivery Service

### Delivering the best products to the members



The home delivery business is one of the core activities of the retail business of Japanese consumer cooperatives. Goods ordered by cooperative members are delivered to individual homes or groups at a designated address on a weekly basis. Home delivery service is especially helpful for those who have difficulty in going out or cooking daily meals, and it is also an important service in the era of the COVID-19 pandemic. In the Study Tour, African cooperators could see both home delivery

centres, and products actually delivered to each individual member. This helped them understand the whole picture of the business. Many African cooperators became interested in this unique model to improve community-based services.



U Coop: a participant experiencing home delivery service (JCCU, 2013)



► **Comments from participants**

- “Consumer cooperatives provide the home delivery solution, where members identify, through the available catalogue of best products and price after a survey by the cooperatives; after their preferences are then available to their designated drop off points. This is **very convenient for consumers** and it also assures the cooperatives of continuity of business.” (2015 participant: Mshiu, 2015, p. 14)
- “The home-based delivery and supply programme run by the JCCU to deliver goods to members at their homes is very good as it **optimizes member satisfaction** and is **time saving**.” (2012 participant: Mshiu, 2015, p. 22)
- “Among the lessons I learned from Japan was the JCCU home delivery service. Here ... we have adopted that idea by **introducing a home-based delivery service to people living with HIV/AIDS (PHAs) or orphans and vulnerable children (OVCs)**. ... Services delivered include health education and counselling to PHAs and OVCs suffering from anxiety, grief, trauma and psychiatric disorders. **We have come up with this programme of activities as a direct result of my exposure to the Japanese cooperative experience** during the study tour.” (2011 participant: Mshiu, 2013, p. 43-44)



Coop Gunma Tomioka Delivery Centre (JCCU, 2012)



Coop Net (ILO, 2017)



Coop Deli Home Delivery Centre (ILO, 2016)

## ► Study Tour Highlight 4: Co-op Stores and Recycling Centres

### Environmentally and socially friendly



Co-op stores managed by consumer cooperatives made various efforts to promote environmentally friendly businesses. For instance, some of them put solar panels on top of the store to generate some of the electricity used in the co-op store. They also buy fresh products from the farmers nearby so that they can reduce CO2 emission in the transportation process. Food waste from the co-op store is re-used as compost to grow vegetables. These vegetables will then be sold in the store.

Co-op stores collect recyclable wastes such as cans and pet bottles. This waste is collected and delivered to the recycling centre by using home delivery service trucks. After distributing home delivery products, trucks have empty space. Thus, using the home delivery system enables them to collect and carry waste efficiently. In the recycling centres, people with disabilities are also trained or employed.

Participants could see the practical model of the circular economy through the operation of co-op stores and recycling centers.



Coop Deli Eco Centre: People with disabilities are also employed and trained in the recycling facility ([ILO](#), 2018)

► **Comments from participants**

- “Recycling business by Co-op Deli Consumer Cooperative Union was inspiring, as an example of **cooperatives’ contribution to environmental issues**. Recycling should start from the grassroots level if the government aims to achieve a resource efficient society at the national level.” ([2019 participant](#))
- I “gained insights into the **social and environmental roles** that cooperatives play, particularly through a visit to a waste recycling centre of a consumers’ cooperative that **employs persons with disabilities**.” ([2018 participant](#))



Coop Mirai: Waste is used as compost to grow vegetables, which are then sold at the co-op store ([ILO, 2019](#))



Coop Mirai: Solar panels installed on the roof of the co-op store (JCCU, 2018)



Participants listening to a lecture on Coop Deli's business (JCCU, 2018)



Coop Deli Eco Centre (JCCU, 2019)



## ► Study Tour Highlight 5: Kokumin Kyosai co-op

### Mutual help among members to protect their livelihoods



The [National Federation of Workers and Consumers Kyosai Cooperatives \(Kokumin Kyosai co-op\)](#) is the federation of mutual insurance cooperatives in Japan. The idea of mutual insurance is to protect members from various risks (such as diseases, traffic accidents, fire and natural disasters) and support their livelihoods by using insurance schemes. In other words, all members help each other when the members face difficulties. In Japan,

mutual insurance cooperatives operate in the form of cooperatives. Japan is a country where natural disasters frequently occur. Every time natural disasters occur, mutual insurance cooperatives respond effectively to support the reconstruction of their livelihoods.

The mutual insurance system is an important and strong social protection system. Some African cooperators considered introducing this system after the Study Tour.



Kokumin Kyosai co-op (JCCU, 2018)

► **Comments from participants**

- “Japanese cooperatives are also active in the insurance sector, **covering various risks of their members**. In case of natural disasters, they **support reconstruction of the communities in affected areas including through this sound insurance systems**. They also hold **disaster prevention seminars for members and local residents**, sharing experiences and lessons learned from the past reconstruction efforts.” ([2019 participant](#))
- “Insurance and financial cooperatives guarantee a sustainable future for their members by reassuring them of a decent life. There is evidence of self-help, self-responsibility and concern for others.” “There has been a frequent fire outbreak at the various markets in Ghana. In all cases ordinary traders lose everything because the private insurance companies are not willing to accept the risk. **We are making plans to begin discussions, education, training and information session with the market leaders to support them establish insurance and financial cooperatives which serve to stabilize members’ lives in event of disaster or accidents**” ([2017 participant](#))

Kokumin Kyosai co-op ([ILO, 2016](#))Kokumin Kyosai co-op plays important roles in the reconstruction from natural disaster ([ILO, 2016](#))Kokumin Kyosai co-op mascot ([ILO, 2019](#))

## ► Study Tour Highlight 6: Labour Bank

### Financial inclusion for workers



After the Second World War, many workers had difficulties in accessing financial institutions. [Labour banks](#)<sup>25</sup> were established as “banks for workers” to achieve financial inclusion of these workers. Labour banks were managed by trade unions and consumer cooperatives in a cooperative way so that the banks did not pursue profits and contributed to improve workers’ livelihoods. As the “banks for workers”, labour banks support workers’ livelihoods by pro-

viding services including low interest rate loans for housing, education, and childcare. In addition, labour banks, in cooperation with member trade unions and consumer cooperatives, implement livelihood support activities to provide workers with information and advice on financial issues. Many African cooperators belong to financial cooperative sectors. They were interested in the unique model of labour banks to support workers.



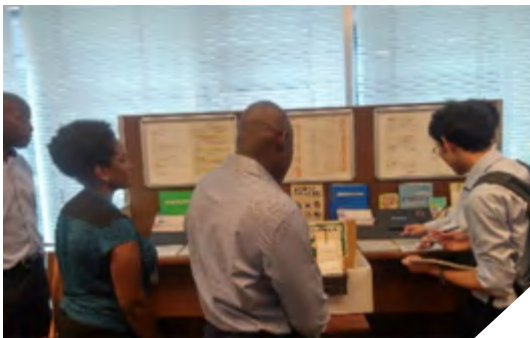
Demonstration of teller of the Labour Bank (JCCU, 2018)

25 Labour Banks formulated the “[Labour Bank SDGs Action Guidelines](#)” in 2019. Commemorating the 70th anniversary of the Labour Banks, the ILO published a working paper “[Rokin Banks - 70 years of efforts to build an inclusive society in Japan through enhancing workers’ access to finance](#)” in 2019.



► **Comments from participants**

- “Japan also has labour banks which is similar to cooperative banks in Kenya. **Labour banks in Japan are set up by trade unions** as a service to their members. They **respond to their members’ livelihood and welfare needs**. The National Association of Labour Banks coordinates the operations of regional labour banks.” ([2017 participant](#))
- “The way agricultural cooperative banks and **labour banks run as cooperatives work**, and the **different financing schemes** provided by cooperatives were new areas to me. **These are very relevant to the work of my cooperative**. If we are to move forward fast, we need to put into use these important attributes.” ([2016 participant](#))

Demonstration of teller of the Labour Bank ([ILO](#), 2019)

Labour Bank (JCCU, 2017)

Participants listening to the lecture on Labour Bank ([ILO](#), 2016)



## ► Study Tour Highlight 7: Kagawa Archives & Resource Center

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### Passing on KAGAWA's cooperative spirit to the future



Toyohiko Kagawa, the father of the Japanese cooperative movement, devoted his life to helping children and vulnerable people. One hundred years ago, when many Japanese people suffered from poverty and hunger, he started the cooperative movement to transform the society. Kagawa had already put into practice the spirit of the SDGs, “no one will be left behind”, one hundred years ago.

In the visit to the [Kagawa Archives & Resource Center](#) during the Study Tour, many African cooperators were impressed by Kagawa's cooperative spirit. They also noted that Kagawa's spirit was deeply rooted in the Japanese cooperative movement. Kagawa spread the cooperative spirit not only in Japan but also overseas. In the Study Tour, African cooperative leaders come to Japan every year to learn about the Japanese cooperative movement and bring its spirit back to their countries. These kinds of cooperative ties across the world may be something that Kagawa would have liked to realize in his lifetime.



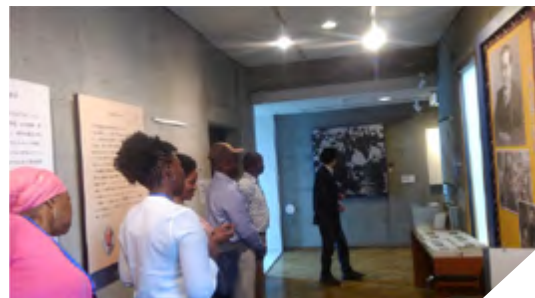
Participants listening to the lecture on Kagawa (ILO, 2016)

► **Comments from participants**

- **"The spirit of Toyohiko Kagawa, the father of the Japanese cooperative movement, is well inherited and continues to inspire, motivate and consolidate current co-operators in Japan.** The spirit underlies various activities by Japanese cooperatives to improve community welfare and advance the Sustainable Development Goals (SDGs)." ([2019 participant](#))
- "A visit to Kagawa Archives & Resource Centre unveiled the story of Mr. Toyohiko Kagawa, the father of the cooperative movement in Japan who devoted most of his lifetime to the people in need in firm belief that cooperatives can be used to rebuild the country's war torn economy. **His works seem to be deeply connected to the concept of the Sustainable Development Goals (SDGs), "Leaving no one behind".**" ([2019 participant](#))
- I "was particularly inspired by the **common values underlying the cooperative model** as presented at the Kagawa Archives and Resource Center that exhibits the life and works of Toyohiko Kagawa, the father of the Japanese cooperative movement." ([2018 participant](#))



Kagawa Archive &amp; Resource Center (JCCU, 2018)



Kagawa Archive &amp; Resource Center (ILO, 2019)



Kagawa Archive &amp; Resource Center (ILO, 2016)

## ► Study Tour Highlight 8: Japan Agricultural Co-operative

### Providing comprehensive services to support farmers and community livelihoods



[Japan Agricultural Co-operative \(JA\)](#) is a multi-purpose cooperative organization representing the interests of Japanese farmers and their communities. Most of the farmers in Japan join the JA as regular members. The JA provides a wide range of services for protecting farming and livelihoods of its individual members. Services include advisory services for improving members' farm management and production technologies, marketing of farm products, supplies of production inputs, credit, and provision of mutual insurance and health services.

As many African cooperators work in agricultural sectors, they are keen on learning about the activities of the JA in order to improve their cooperative operations. In addition, while the Study Tour consisted mostly of visits to urban areas, many of the cooperatives affiliated to the JA are located in rural areas. Visiting the JA in rural areas also helped participants learn about how cooperatives function in rural communities.



JA Hadano (JCCU, 2018)



► **Comments from participants**

- “Japanese cooperatives provide **high quality services and products that reflects members’ needs**. For instance, agricultural cooperatives operates **supermarket type stores where members can sell their produce in their communities**.” ([2019 participant](#))
- “Agricultural cooperatives in Japan offer **vibrant and efficient technical support to members** ... . Their technical support to farmers include **agricultural, credit, insurance services, and services for local community development**. Services like mutual insurance and local community development are not properly established in the Kenyan cooperatives. Moreover, unlike Kenyan cooperatives, Japanese cooperatives have **village administrative offices where members give their opinions that can be shared with head offices**.” ([2017 participant](#))
- “In Africa small scale farmers are told they are **too small to make any business sense**, but the **Japanese cooperatives have defied that narrative by turning these small businesses into success**. They organized, mechanized, provided extension and a range of other services for small scale holders to become productive and create economies of scale.” ([2017 participant](#))



JA Shinshu Ueda (JCCU, 2019)



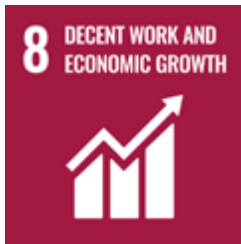
JA Sagami (JCCU, 2013)



JA Shimizu (JCCU, 2017)

## ► Study Tour Highlight 9: Workers' Cooperative

### Working together for sustainable communities



Typically, workers are hired by employers and they receive wages in turn. However, in the [workers' cooperative](#) model, workers are also owners of their businesses. Workers democratically manage their businesses to respond to the needs of their community. Service areas of workers' cooperatives include child care, elderly care, care for people with disabilities and support for youth. All services provided by workers' cooperatives are deeply rooted in sustainable community development.

Compared to the other more established forms of cooperatives, the workers' cooperative movement in Japan is now on the point of moving forward to the next stage after the adoption of the Workers' Cooperative Act bill in December 2020. At the time of the Tour, African cooperators could see the diversity of workers' cooperatives in action to support their communities. Although the workers' cooperative model is not common in Africa, participants were interested in the potential of workers' cooperatives to diversify cooperative activities, create jobs, and provide solutions to issues in the community.



Workers' cooperative providing child care ([ILO](#), 2016)

► **Comments from participants**

- “Japanese workers’ cooperatives provide childcare services which are open to both members and non-members. These kind of practices are yet to be adopted in Kenya. **If adopted would provide Kenyan households with much needed services.**” (2017 participant)
- “Workers’ cooperatives have a **great potential for providing youth self-employment.**” (2012 participant: Mshiu, 2015, p. 19)
- “[O]ne that impressed me most and which I would work to advocate in my region is Workers’ cooperative with their **potential for creating jobs especially for youth to combat the ills of unemployment and contribute to poverty reduction.**” (2012 participant: Mshiu, 2013, p. 45)
- “I am also thinking of consulting with colleagues in the Ministry of Labour, Economic Empowerment and Cooperatives to **explore the possibility of introducing workers’ cooperatives among women in Zanzibar.**” (2012 participant: Mshiu, 2013, p. 47)



Workers’ cooperative providing child care (JCCU, 2018)

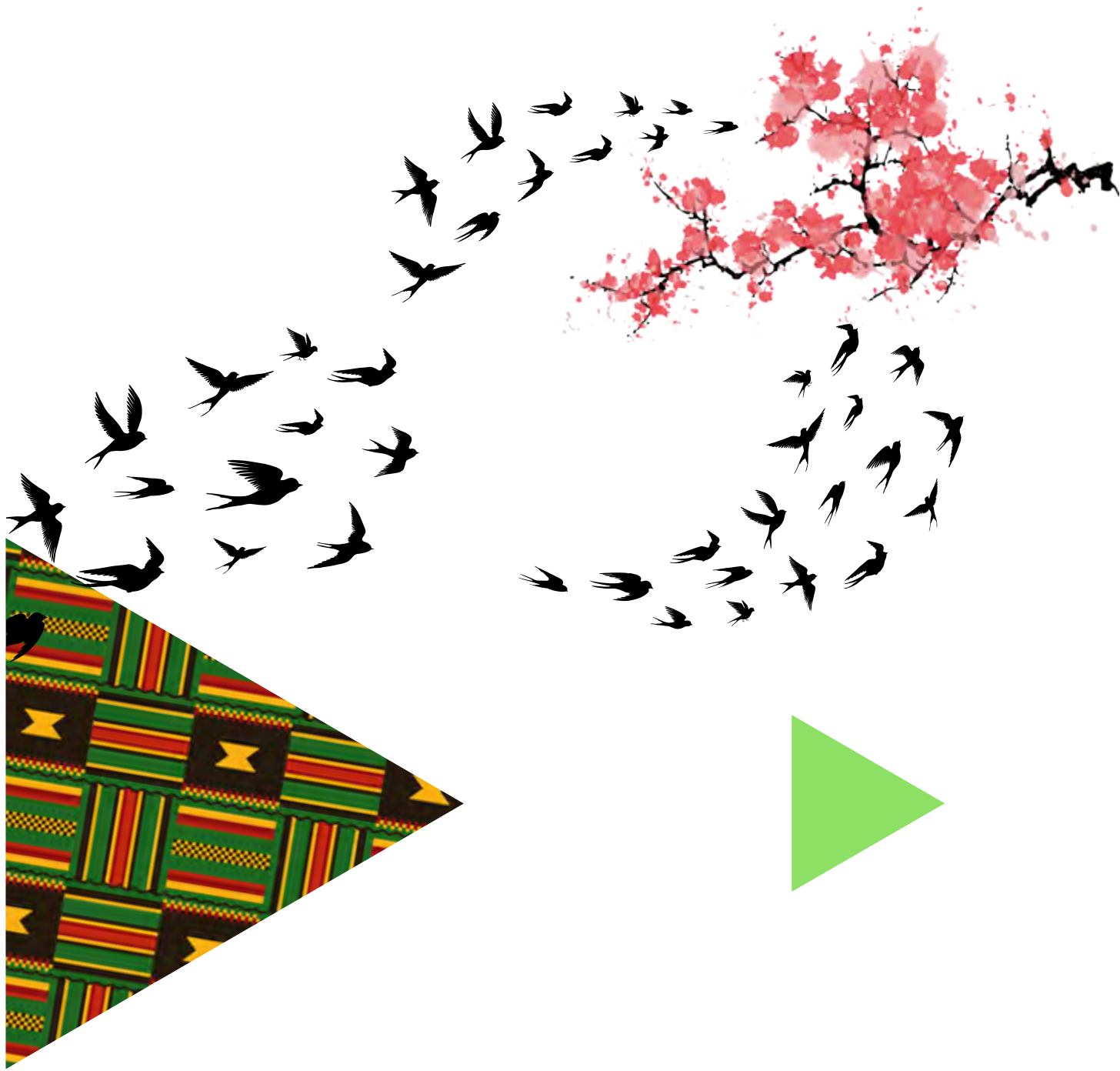


Workers’ cooperative providing care for people with disabilities (JCCU, 2013)



Workers’ cooperative (JCCU, 2013)

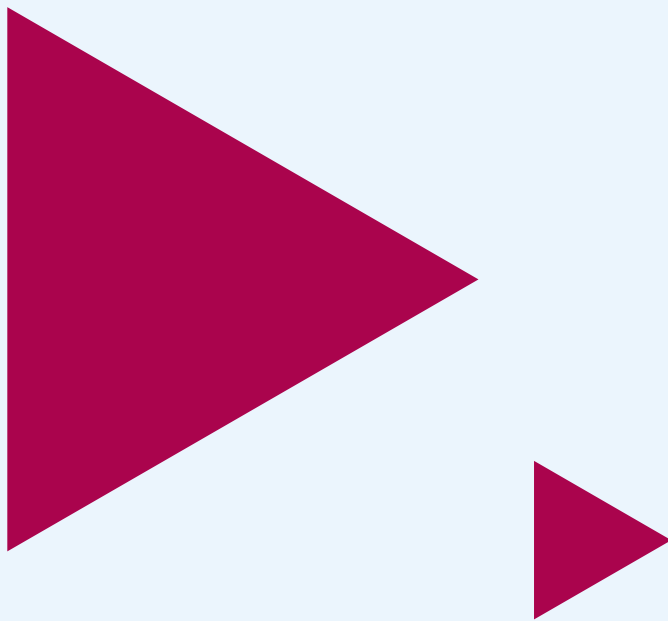




# What did participants do after the Study Tour?

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2015 Seminar in Dar es Salaam



## ► 2015 Seminar on the JCCU/ILO Study Tours for African Cooperative Leaders

### Follow-up seminar for the Study Tour was organized in 2015, based on the recommendation from the impact assessment



Mr. Haruyoshi Amano speaking at the opening session  
(Source: Ms. Horiuchi, 2015)

Since 2010, the ILO and the JCCU have implemented the Study Tour annually. At the end of 2012, the ILO and the JCCU jointly conducted an impact assessment of the Study Tour. The impact assessment report recommended implementation of a networking programme for the former Study Tour participants. Based on the recommendation, the “Seminar on the JCCU/ILO Study Tours for African Cooperative Leaders” (the 2015 Seminar) was organized in November 2015 in Dar es Salaam.

The main purpose of the 2015 Seminar was to facilitate the exchange of information and experiences on the new

activities and projects that former participants had initiated after the Study Tour in Japan. The 2015 Seminar also aimed to identify challenges still faced by the former participants and discuss possible strategies to tackle them.

### Former Study Tour participants presented their initiatives after the Study Tour and discussed their challenges



Presentation by former Study Tour participant  
(Source: Ms. Horiuchi, 2015)

The 2015 Seminar was attended by eight former Study Tour participants from four African countries. In addition to the former participants, other cooperative leaders in Tanzania were invited to the Seminar to interact and exchange their perspectives. The 2015 Seminar was organized on 16 and 17 November 2015 (see the schedule attached in the Annex). On the first day, eight former Study Tour participants presented lessons of the Study Tour, their initiatives taken after the Tour, and its results and remaining challenges. On the second day, a working group session was held to discuss how to address the chal-

lenges. Participants were grouped based on their countries and sectors to discuss and present their road map to overcome their challenges.

In the 2015 Seminar, all participants presented their concrete initiatives after the Study Tour. This clearly showed that the Study Tour encouraged them to strengthen their existing operations, open themselves to new ideas, and take concrete actions. Initiatives included supporting the establishment of new cooperatives, diversifying their cooperative activities, introducing new products, improving cooperative governance, reinforcing communication with members, capacity development, and member education.



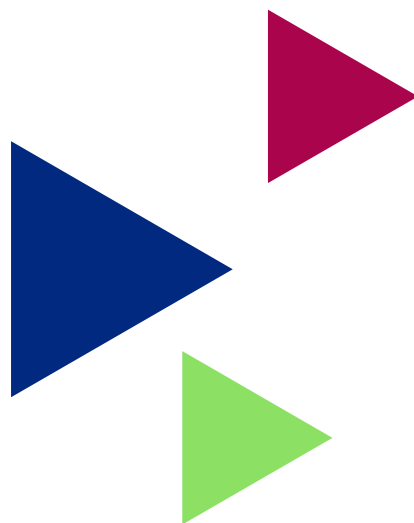
2015 Seminar (Source: Ms. Horiuchi, 2015)



2015 Seminar (Source: Ms. Horiuchi, 2015)

► **Concrete initiatives taken by the former participants (Mshiu, 2015)**

- "Refined cooperative registration procedures so that they **facilitate and encourage groups to form cooperatives**;" **"Workers cooperatives formed** in (audit, training, business development services and consultancy service provision);" **"Formation of multipurpose cooperatives** (providing financial and agricultural services)" (2012 participants, p. 19).
- "We have now **established an insurance department**, acting as a commission agency and providing insurance services to cooperatives in the country. It is our long term intention to establish a full-ledged cooperative insurance company instead of operating as an agency" (2013 participants, p. 26).
- "Launched a **new loan product** in the form of a School/University Education Loan Fund for members or their spouse, This is a current loan scheme to enable member manage fees for education at school, university or other educational facility. It's a yearly borrowing at a reduced interest rate of 4.5 per cent. ... WE have **motivated members to save in their Education Savings Account; they are allowed to borrow four times the amount they have saved**" (2014 participant, p. 29).
- "Setting code of conduct and performance contract between board and management in cooperatives;" **"Ensured that cooperative operations comply with the relevant laws** as adopted by their general meetings;" "Strengthen supervision systems (supervisory committees in cooperatives and external audit)" (2012 participant, p. 19).
- "Made an **assessment of members' needs** and encouraged their increased participation in cooperative activities;" **"Enhanced the flow of communication between cooperatives and its members** so as to enhance their trust in the cooperatives and to get feedback from them on governance and general performance" (2015 participant, p. 17).
- "The SACCO has also **automated key services** and in the process extended **development of human resource skills** in a bid to offer excellent services to customers; due to the improved efficiency, members are also getting better returns" (2015 participants, p. 14).
- "Enhancement of **education to members** on their roles, rights and privileges in the SACCO. This is serving to **enhance effective member participation** in decision making. It inculcates a culture of ownership of the SACCO by the members, thus improving services as well as the cooperatives' general performance" (2015 participant, p. 14).



"[M]easures should be taken ... to ... provide loans, grants or tools and materials to help disabled persons in rural communities to establish and manage **co-operatives**" (**Vocational Rehabilitation and Employment (Disabled Persons) Recommendation**, 1983 (No. 168), Paragraph 21(d)). "In the context of an overall employment policy, Members should adopt measures to respond to the needs of ... certain women, certain young workers, disabled persons, older workers, the long-term unemployed and migrant workers lawfully within their territory ... [T]he measures referred to in Paragraph 15 of this Recommendation might include ... programmes for the promotion of self-employment and workers' **co-operatives**" (**Employment Policy (Supplementary Provisions) Recommendation**, 1984 (No. 169), Paragraph 15 and 16(i)). "Each Member should ... promote and support programmes which ... facilitate the organization of homeworkers in organizations of their own choosing, including **cooperatives**" (**Home Work Recommendation**, 1996 (No. 184), Paragraph 29(1)(c)). "Members should ... consider measures to promote linkages between small and medium-sized enterprises to encourage the exchange of experience as well the sharing of resources and risks. In this connection, small and medium-sized enterprises might be encouraged to form ... production and service **cooperatives**" (**Job Creation in Small and Medium-Sized Enterprises Recommendation**, 1998 (No. 189), Paragraph 16(3)). "**Recognizing the importance of cooperatives in job creation, mobilizing resources, generating investment and their contribution to the economy ... Recognizing that cooperatives in their various forms promote the fullest participation in the economic and social development of all people ... Recognizing that globalization has created new and different pressures, problems, challenges and opportunities for cooperatives, and that stronger forms of human solidarity at national and international levels are required to facilitate a more equitable distribution of the benefits of globalization, ... adopts ... the Promotion of Cooperatives Recommendation, 2002**" (**Promotion of Cooperatives Recommendation**, 2002 (No. 193), Preamble).



## ► Remembering Mr. Sam Mshiu

Mr. Sam Mshiu<sup>26</sup> was born on 28 August 1944 in Moshi, Tanzania. Moshi is known as having a high density of cooperative activities in the African Continent: it is here that the pioneering [Kilimanjaro Native Co-operative Union \(KNCU\) Ltd.](#) was registered in 1933 and where [Africa's first Co-operative University](#) was started. Having grown up in such an environment, Mr. Mshiu became a cooperative promoter, first in his home country, Tanzania, then at the regional level across Africa and, later, on the international scene. He was the author of several [Materials and Techniques for Cooperative Management Training \(MATCOM\) manuals](#), a regional coordinator for ILO's Human Resources Development for Cooperative Management and Networking (COOPNET) and Structural Reform through Improvement of Cooperative Development Policies and Legislation (COOPREFORM) programmes, and an expert supporting ILO [CoopAfrica](#). Even as recently as 2020, when his health was declining, he provided input toward the finalization of ILO's [Manage. Coop](#) training package. Mr. Mshiu believed in the virtues of cooperation, and therefore found it easy to persuade others to join the cooperative movement.

Mr. Mshiu was also deeply involved in the design and implementation of the ILO/JCCU Study Tour programme. He joined the ILO Coop<sup>AFRICA</sup> team and made enormous efforts to build up the Study Tour. His extensive contacts with main leaders of the cooperative movement in East Africa and beyond, in addition to his deep knowledge of the situation of cooperatives in Africa, was well-positioned to undertake this important assignment. He represented the ILO during the second edition of the Study Tour in 2011 which gave him the opportunity to deepen his knowledge by increasing his understanding of cooperatives in Asia. His critical role in the launching of the study programme led to his involvement for the impact assessment of the Study Tour he carried out to further improve the programme.

Based on his suggestion, the ILO and the JCCU organized the "Seminar on the JCCU/ILO Study Tours for African Cooperative Leaders" in 2015 in Dar es Salaam, Tanzania to facilitate the network of former participants. He successfully moderated the two-day seminar and encouraged discussions among the participants.

Mr. Mshiu was not just a cooperative expert; he was a kind person, always calm, humble and polite. Mr. Mshiu passed away in 2020. He will be dearly missed, but he will not be forgotten. His contributions have shaped the African cooperative movements for generations to come, and thousands of cooperative members and leaders have benefitted from his passion and wisdom.



Mr. Mshiu speaking at the 2015 Seminar  
(Source: Ms. Horiuchi, 2015)

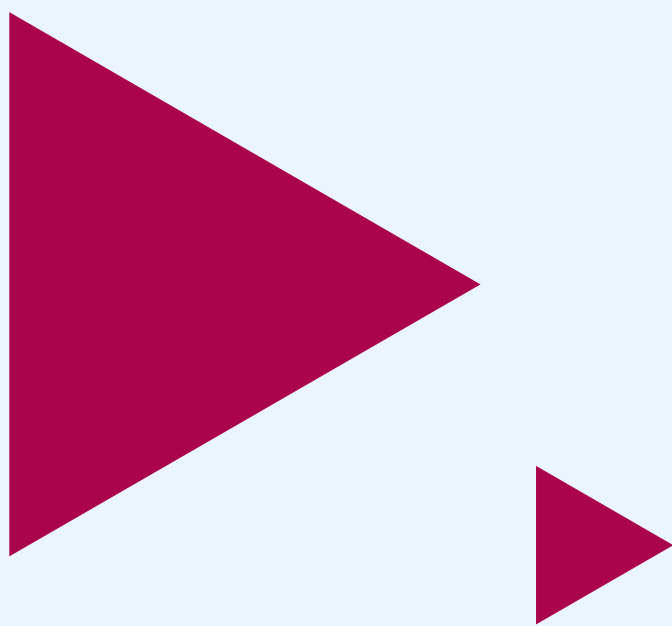


Mr. Mshiu (centre) at the JA Tokyo Musashi (JCCU, 2011)

26 This page is based on the [ILO web article on Mr. Mshiu](#)

# Roundtable discussion II

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## ► Bridging the ILO and Japanese cooperative movement

### Ms. Satoko Horiuchi and Ms. Mina Waki

Since the launch of the Study Tour in 2010, the relationship between the ILO and the JCCU became much closer. This relationship has developed into the ILO/JCCU secondment programme. The aim of this programme was to facilitate knowledge exchange between the two organizations. As a part of the programme, Ms. Satoko Horiuchi (2014-2017) and Ms. Mina Waki (2017-2020) joined the ILO as secondees from the JCCU.

Ms. Horiuchi and Ms. Waki, who each have experience on both policy and practical aspects of cooperatives, discussed the lessons they learned while working in ILO COOP and how to further improve the relationship between the ILO and Japanese/African cooperative movement.



Ms. Satoko Horiuchi



Ms. Mina Waki

#### ► Ms. Satoko Horiuchi

She was a secondment staff to the ILO COOP from 2014 to 2017. Upon finishing her assignment, she returned to Japan to work for the Social and Community Activities Department in the JCCU.

#### ► Ms. Mina Waki

She was a secondment staff to the ILO COOP from 2017 to 2020. Upon finishing her assignment, she returned to Japan to work for the Policy Planning Office in the JCCU.

## How was your experience of the secondment programme to the ILO COOP?

**Ms. Horiuchi:** In the ILO COOP, I engaged in the work on communications, including planning and editing monthly [ILO COOP News Update](#), coordinating other ILO COOP's publications, and supporting the management of its website. In addition, I engaged in the organization of the Study Tour as well as the coordination of the research on [care provision through cooperatives](#)<sup>27</sup>.

<sup>27</sup> The ILO publication written by Ms. Horiuchi includes ["Global Mapping of the Provision of Care through Cooperatives : Survey and Interview Findings"](#) (2016) and ["Providing Care through Cooperatives : Survey and Interview Findings"](#) (2016).

One of the memorable assignments was the production of the ILO COOP News Update. Producing and editing [eNews](#) enabled me to keep eyes on highlights of the technical cooperation projects and quality research around the world.

**Ms. Waki:** I was seconded from the JCCU to the ILO COOP as the successor of Ms. Horiuchi. At ILO COOP, I supported the Unit's work in the areas of communications, knowledge generation, and training. In particular, [training workshops](#) with policy makers, cooperative practitioners, and development agency officials, for instance in [Nepal](#) and [Ghana](#), were exciting and insightful. I also followed up on the partnership between the ILO and the Japanese cooperative movement, including the co-organization of the Study Tour and [workshops on cooperative-to-cooperative trade](#).

### Do you have any findings or mindset changes by experiencing both the cooperative practice (the JCCU) and the policy (the ILO) side?

**Ms. Horiuchi:** Although the ILO and the JCCU have a common value on cooperative development, I did not have much occasion to review and discuss the social and economic impact of cooperatives on communities in the course of day-to-day business activities at JCCU.

By working at ILO COOP, I could gain insights on the cooperative policy within the framework of the ILO. Also, I could see and think about how the cooperative business model contributes to promoting decent work and about the impacts of cooperatives. This experience enabled me to think about cooperatives from a different perspective.

**Ms. Waki:** I found in the secondment program that the ILO and cooperative movement had strong historical ties. The ILO has been undertaking their work closely collaborating with cooperative experts and practitioners. Thus, I realized that there seems to be a lot more we can do to support the cooperative development abroad by collaborating with the ILO.

In addition, during the secondment program, I found various roles of cooperatives that I had not thought about before. For instance, cooperatives are very important in promoting decent work especially for the workers in [rural areas](#) or in the informal economy, as well as in the [platform economy](#).

### During the secondment program, what kind of experiences in the JCCU helped you improve the initiative of the ILO?

**Ms. Waki:** Coming from the Japanese cooperative movement, the ILO appreciated the added value I could bring as a cooperative practitioner. When I participated in the "[Practical Workshop on Intellectual Property for Women Entrepreneurs from Indigenous Peoples and Local Communities](#)", I had a chance to facilitate one of the [sessions on cooperative values and principles](#). In this workshop, women entrepreneurs were looking for cooperative models to advance their businesses. I managed to enrich the discussion based on my experience in the JCCU.



Ms. Waki (on the right in front) with the participants of the workshop using [Think.Coop](#) tools (Source: Ms. Waki, 2019)

At the same time, I realized that I also need to have a deeper understanding of cooperative management. When we explained about the cooperative principle "[one member, one vote](#)", one of the participants asked me how to ensure the principle in practice. At that time, I just provided a general explanation. However, if I had deeper experience in cooperative management, I could facilitate their understanding better.

**Ms. Horiuchi:** When I joined the ILO COOP in 2014, the Unit was trying to find a way to improve the ILO COOP News Update. At that time, the COOP News Update was produced in a PDF and disseminated through a mailing list. Through a lot of discussion on how to make it more attractive to readers, the Unit decided to launch an e-newsletter. Before I joined the ILO, I was involved in the editing of brochures for home delivery service in the JCCU. Renewal of the newsletter became an entry point bridging working experience in JCCU and tasks in ILO COOP. Although that was a kind of practical matter, I hope this helped improve the communications from ILO COOP.

## How has the experience in the ILO helped you in your current position?

**Ms. Waki:** Currently, I work at the JCCU's Policy Planning Office. Sustainable development is at the core of cooperatives' mission, as expressed in the seventh cooperative principle (Concern for Community) in general and in the [Co-op Action Plan for SDGs](#) adopted in 2018 by the JCCU in particular. In this regard, knowledge and insights I gained at the ILO on the SDGs and policy-making processes of the UN system will be helpful to advance our policies and practices.

The network I have built during my time at the ILO is important as well. This network will help us to broaden partnerships and to deal with complex social issues.



Ms. Horiuchi with ILO COOP Colleagues  
(Source: Ms. Horiuchi)

**Ms. Horiuchi:** I am currently working at the department on cooperatives' social responses and supporting peace advocacy projects of member cooperatives, which also links to the Co-op Action Plan for SDGs. In my experience at the ILO, I have benefited from learning about the preparation and discussion at the UN for the adoption of SDGs in 2015. As the ILO COOP had many initiatives around the SDGs, the lessons and insights I learned there helped a lot in my current position.

## Could you explain your feedback on the Study Tour?

**Ms. Horiuchi:** From my point of view, the Study Tour gave participants opportunities to stop and think about their own cooperative. Generally speaking, cooperatives operate businesses within their own communities. In this course, the Study Tour became an opportunity for participants to explore possible means to tackle main challenges by exchanging knowledge and experience with cooperatives from different sectors and countries.

The ILO's seminar for the former Study Tour participants held in 2015 found that all the participants had taken initiatives designed to improve performance in their cooperatives, and some had introduced new ideas and projects that were expected to diversify the services offered to members.

**Ms. Waki:** However, there were also many challenges. I organized three editions of the Study Tour while at the ILO COOP. Among the tasks, follow-up on the administrative processes was the most difficult one. Based on a cost-sharing principle, participants' organizations are required to cover the cost of their flights to Japan. However, even though a commitment letter on the cost sharing was submitted, sometimes the participant could not secure the needed funds. It also happened that some participants could not obtain their visa and others could not purchase a flight ticket on time and arrived late. These operational issues are also important in implementing the Study Tour smoothly.

**Ms. Horiuchi:** The Study Tour was also a good opportunity to think about the Japanese cooperative movement. I heard some African cooperators say "Young people in Africa may also be unaware that the

products and services they use are provided by cooperatives.” And they continued “Even if cooperatives are well known in African countries, traditional production and management systems do not really attract youth.” I realized that the situation is very similar in Japan. We should also change not only cooperatives’ services, but also the perception around it to attract youth participation.

**Ms. Waki:** Observations by African cooperative leaders helped me understand the key policy and legislative environment that enables Japanese cooperatives to operate a range of viable businesses.

In addition, many participants told us that they were impressed and inspired by Toyohiko Kagawa, the pioneer of the Japanese cooperative movement. I was glad to find out that we share common values as cooperators.

### Do you have any suggestions on the future development of the Study Tour or cooperation among the ILO and the Japanese/African cooperative movement?

**Ms. Waki:** Some people suggest that we need to focus on specific topics in the Study Tour (such as agriculture) so that the Study Tour can produce more concrete results. However, there are already other training programmes focusing on agricultural cooperatives in Japan, and this Study Tour is the only one that showcases diverse activities of cooperatives in different sectors. I personally think this approach should be continued.

On the other hand, content or presentations by Japanese cooperatives could be improved. For instance, participants told me they wanted clearer explanations on legal and policy frameworks that enable certain types of cooperatives to undertake a business. Because the social protection systems of Japan and Africa are so different, without a basic understanding of these differences, participants are not able to bring the ideas back to their home countries.

**Ms. Horiuchi:** In addition, even if we try to deliver trainings on specific areas in the Study Tour, we need to do further research on both African and Japanese cooperatives. Between Japanese and African cooperatives there are big differences in terms of policy/legal frameworks and access to financial resources.

**Ms. Waki:** I think that we need to start with an assessment of the needs of the African cooperative leaders and the capacities of the Japanese cooperatives. I hope the JCCU, the JCA and the ICA-Africa will start with such conversations.

In addition, we should clearly explain key factors that allow cooperatives to grow in their early stages, such as the *han* group system<sup>28</sup> in Japanese consumer cooperatives. We did not explain it that much because it was obvious for Japanese cooperatives. However, those factors are important when African leaders try to replicate the lessons learned in their home countries.

**Ms. Horiuchi:** Also, we need to increase opportunities for the former participants to communicate and share lessons.

**Ms. Waki:** During the Study Tour in 2019, a WhatsApp group of African participants and Japanese coordinators was created and is still active. Having a communication platform like this would be important in exploring opportunities for future collaborations.

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<sup>28</sup> “*Han* group” is a small group of members (minimum three people), which facilitate members’ communication and participation in cooperative activities. For instance, activities undertaken by members through *Han* groups include joint buying of home delivery goods and voluntary health promotion activities. *Han* groups played a key role in the rapid growth of the consumer cooperative movement in the 1970s, as a basic unit where consumer-members themselves promote capital contributions to their cooperative, recruitment and retention of other members, and the use of their cooperative’s goods and services.



## Cooperative-to-cooperative trade to connect the cooperative movement worldwide

**Ms. Waki:** I would like to add one more point related to bringing the relations between the ILO and the Japanese/African cooperative movement forward. Recently, the ILO started an initiative on cooperative-to-cooperative trade (C2C trade) to promote fair and responsible trade relationships. We organized a [workshop on C2C trade in 2018](#) and invited a [representative from the JCCU](#), who works at the Food Product Development Unit. I think C2C trade is a good starting point to develop our partnership to the next level.

**Ms. Horiuchi:** Consumer cooperatives try to contribute to the SDG 12 (Responsible Consumption and Production), and C2C trade is one of the important measures to contribute to the goal. From my point of view, awareness-raising on these issues is very important. Ms. Waki and I have learned a lot from the ILO regarding the SDGs and decent work. We, as the secondments to the ILO from the consumer cooperative movement, have the responsibility to share this expertise with other colleagues and cooperative members in order to promote responsible consumption and C2C trade.

**Ms. Waki:** Yes, consumer cooperatives are owned by members. Reinforcing awareness raising for members on issues such as child labour and labour issues in the supply chain could be good to start with.



## ► Cooperation among Cooperatives: from Japanese cooperatives' viewpoint

### Mr. Kenki Maeda & Mr. Osamu Nakano

The Study Tour provides learning opportunities not only for African cooperative leaders, but also for Japanese cooperatives. For Japanese cooperatives, it is a valuable opportunity to hear the perspectives on the Japanese cooperative movement from cooperators overseas. In addition, although the Study Tour is mainly organized by the JCCU, cooperation among cooperatives in different sectors is necessary for the success of the Study Tour. The Study Tour has been an important opportunity for cooperation among Japanese cooperatives.

Mr. Kenki Maeda from the [JCA](#) and Mr. Osamu Nakano from [Japan Workers' Co-operative Union \(JWCU\)](#) / JCA, who have been closely involved in the Study Tour for years, talked about the Study Tour and cooperation among cooperatives from the perspective of Japanese cooperatives.



Mr. Kenki Maeda



Mr. Osamu Nakano

#### ► Mr. Kenki Maeda

General Manager, Department for Cooperation among Cooperatives, JCA

#### ► Mr. Osamu Nakano,

Board Member and International Relations Officer, JWCU / Researcher, JCA

**The Study Tour is also a valuable opportunity for Japanese cooperatives to learn about African cooperatives. In addition, we can also understand how Japanese cooperatives are seen from the eyes of cooperators abroad.**

**Mr. Nakano:** This Study Tour is a valuable opportunity not only for workers' cooperatives but also for the Japanese cooperative movement as a whole. When I talk with African cooperators, many people are interested in Japanese cooperatives. However, on the Japanese side, they do not often pay much attention to Africa. In this situation, conducting the Study Tour every year for the past decade has been a good opportunity for us. We could understand the situation of the African cooperative movement through the Study Tour and the presentation by the African cooperators in the public seminar held on the last day of the Study Tour.

**Mr. Maeda:** Every time we attend the Study Tour to explain our cooperative activities, we have been pleased to see that African cooperators are very eager to learn about Japanese cooperative activities and spirit. I have been also surprised that many young African cooperators have the experience of starting their own cooperatives, and many serve as high-ranking officials in their cooperatives. It is different from Japanese cooperatives.

**Mr. Nakano:** Comments from African cooperators are also very helpful for us. For instance, Japan and Africa have different demographic structures. African countries still have a high proportion of child population, while Japan is an aging society. Participants were often surprised at the difference. Some of them

remarked that, as Africa has a large population of children, the workers' cooperative model could be used to provide childcare services in Africa. This type of feedback is helpful as we do not often know about how our situation is seen from the eyes of cooperators overseas.

### The Study Tour has been one of the major events for Japanese cooperatives to cooperate on, especially for those who are in charge of international affairs. For the future, we should also promote cooperation at the local cooperative level

**Mr. Maeda:** The IYC in 2012 provided the Japanese cooperative movement with substantial momentum for strengthening cooperation among cooperatives. After the IYC, in order to succeed and develop the momentum, [JA-Zenchu \(Central Union of Agricultural Co-operatives\)](#), which had been the secretariat of intersectoral committees of national cooperative organizations and which I worked for until 2015, established a department solely dedicated to cooperation among cooperatives in 2014.

I believe the creation of the department strengthened ties between various sectors of cooperatives and I, as head of the department, started to be involved in the Study Tour in 2015 mainly to organize visits to local JAs. While the department's work was transferred to the JC-Soken, a research institute for cooperative studies, in 2016 and then to the JCA in 2018 when it was newly created, the Study Tour has continuously been one of the major events involving various cooperative sectors and the JCA. The Study Tour has contributed to strengthening our cooperation.

**Mr. Nakano:** In addition, I think that the Study Tour provided important momentum for Japanese cooperative sectors to have close communications. Before the establishment of the JCA, the Japan Joint Committee of Co-operatives (JJC), the predecessor for the JCA, was mainly in charge of the international meeting of the ICA. For the establishment of the JCA, we had discussed what should be done after the establishment of the JCA. Many people thought that we could start with international affairs first. In this regard, the Study Tour, which had been conducted every year, was one of the big events for the international affairs of the JJC and the JCA. In this way, the Study Tour also had influence on the process of establishing the JCA.

**Mr. Maeda:** Although this Study Tour has been mainly organized by the JCCU, this initiative has also included other sectors of cooperatives and the JCA that was established in 2018. I appreciate that the JCCU has been open to expanding partnerships, which has very much contributed to strengthening cooperation among the cooperatives in Japan.

**Mr. Nakano:** On the other hand, although relations between those who are in charge of international affairs was strengthened, there was little opportunity for the local cooperators who receive African participants to interact with other cooperatives. After the COVID-19 pandemic ends, we need to organize meetings for local cooperators receiving participants.

**Mr. Maeda:** I also agree that the communication platform for local cooperators in the Study Tour was not enough. How about visiting certain rural communities where various kinds of cooperatives are cooperating with each other? Then we could also show participants good examples of cooperation among cooperatives in local communities.

**Mr. Nakano:** The JCA had an experience that is similar to that idea. In the programme conducted by the JCA, workers' cooperatives and workers' collectives in the same community jointly received the participants. At that time, we visited a child care centre in a cooperative hospital. Thus, we also talked with a health and medical cooperative. We could use that kind of model in the Study Tour in the future.



Mr. Maeda explaining activities of the JA to the participants  
(ILO, 2016)

## Through the Study Tour, what kind of initiatives or spirit of the JA and workers' cooperatives do you want African leaders to learn most?

### **Mr. Maeda: Commitment and JA's comprehensive business that supports communities and livelihoods of members**

I would like them to learn about the commitment of JA to meeting the needs of members and local residents and to supporting lives and work in local communities. In order to do so, their business and activities are not limited to the area of agriculture. JA also has credit business, insurance business, health care and so on. These days, they have expanded their activities to elderly care. JA provides social infrastructure for their local communities. They support communities as a whole.

### **Mr. Nakano: Workers' cooperatives' potential to provide diverse social services**

In Africa, there are not so many workers' cooperatives. Thus, experiences in workers' cooperatives in Japan may not link directly to their cooperative activities in Africa. However, compared to other more established forms of cooperatives, workers' cooperatives have the highest potential to promote diversity of cooperative movements, including platform cooperatives.

In addition, African countries often depend on the governments in providing social services. On the other hand, workers' cooperatives in Japan can provide such services independent of the government.



Mr. Nakano explaining the activities by workers' cooperative (ILO, 2016)

## Do you have any suggestions for further development of the partnership among Japanese and African cooperatives and the ILO?

### **Mr. Nakano: The workers' cooperative model could help Africa recover from the COVID-19 pandemic and protect employment.**

Due to COVID-19, unemployment and bankruptcy have been increasing in Japan. In this situation, it has been widely discussed that establishing workers' cooperatives through worker buyout (WBO)<sup>29</sup> schemes can be used to help companies facing bankruptcy to recover. In addition, enterprises owned by workers' cooperatives survive longer compared to other private enterprises.<sup>30</sup> Thus, WBO is one of the useful schemes for recovering economy from the crisis of COVID-19. Africa may also be affected by the pandemic and need rebuilding after that. I hope workers' cooperatives in Japan could partner with African cooperative movement to support rebuilding of Africa after the pandemic.

### **Mr. Maeda: We could also learn more from African cooperators.**

Regarding the Study Tour, Japanese cooperatives could also learn more from African cooperators. For instance, Japanese cooperators were sometimes surprised that African leaders have established new cooperatives by their own initiatives, rather than just managing existing cooperatives. We would like to share more about these surprising aspects of the African cooperative movement with Japanese cooperators through the Study Tour. In order to do that, we need to understand more about African cooperatives. Currently, we learn about their activities at the public seminar held on the last day of the Study Tour. However, if the Japanese side studies more about African cooperatives in advance, mutual learning in the Study Tour will be even greater.

29 For instance, Italy [legislated the Marcora Law in 1985 to support WBO](#). Regarding WBO, see also the ILO publication, "[Job preservation through worker cooperatives: An overview of international experiences and strategies](#)" (2014).

30 For instance, between 2007 and 2013, [the survival rate of Italian enterprises was 48 per cent \(after 3 years from their creation\), whereas the survival rate of cooperative enterprises set up by WBO was 87 per cent](#) (from the ICA website).

**"[T]he term "cooperative" means an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise" (R193, Paragraph 2). "Members should ensure that an integrated policy framework to facilitate the transition to the formal economy is included in national development strategies or plans as well as in poverty reduction strategies and budgets ... This integrated policy framework should address ... the promotion of ... cooperatives and other social and solidarity economy units" (Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204), Paragraph 10 and 11(g)). "Members should ... adopt inclusive measures in order to promote full, productive, freely chosen employment and decent work and income-generation opportunities through ... the creation or restoration of an enabling environment for sustainable enterprises, including the promotion ... of cooperatives ... , with particular emphasis on initiatives to facilitate access to finance" (Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205), Paragraph 11(c)). "The Conference declares that ... [i]n discharging its constitutional mandate, taking into account the profound transformations in the world of work, and further developing its human-centred approach to the future of work, the ILO must direct its efforts to ... supporting the role of the private sector as a principal source of economic growth and job creation by promoting an enabling environment for entrepreneurship and sustainable enterprises, in particular ... cooperatives and the social and solidarity economy, in order to generate decent work, productive employment and improved living standards for all" (ILO Centenary Declaration for the Future of Work, 2019, Part II.A(ix)).**

## ► Cooperators' Message 1

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### National Association of Labour Banks

#### The Study Tour provided us with valuable opportunities for interacting with cooperators abroad

Through the Study Tour, we had valuable opportunities to meet cooperative leaders worldwide. We received many reflections from African cooperative leaders that they sympathized with the spirit and initiatives of the labour banks. It is a great encouragement for us that we have cooperative partners worldwide who share the same spirit of mutual help. We would like to continue to broaden the circle of cooperatives.

We also learned from the Study Tour participants. They told us about different legal systems and environments surrounding cooperatives. For instance, cooperatives suffer from government interventions in some African countries. The Study Tour enabled us to understand how the Japanese cooperative movement is evaluated by cooperators overseas. One participant said “Japanese cooperatives have wide ranges of businesses including agriculture, finance, insurance, retail sales, wholesale, medical care and elderly care”. This is a new finding in exchanging opinions with cooperators abroad.

Furthermore, many of the African cooperative leaders made various efforts to develop African cooperative movements, such as establishing new cooperatives and reinforcing partnerships with governments and non-governmental organizations (NGOs). These enthusiastic African cooperators provided us with great motivation for our work.

#### The Study Tour has broadened cooperative networks

By cooperating with this programme, we managed to have close communications with the ILO, the JCCU and other cooperative stakeholders. Thanks to this programme, other opportunities for communicating with cooperatives in various sectors also increased, which led to strengthening partnerships with cooperatives in different sectors. In addition, in the tenth edition of the Study Tour, university students participated in the Study Tour as



Labour Bank (ILO, 2019)

observers, which allowed us to build closer relationships with educational institutions. This also aligned with the fifth cooperative principle “Education, Training, and Information”.

### Lessons of the Labour Banks for African cooperative partners

Labour banks have 70 years of history with many challenges and difficulties. Some of the lessons could help African cooperators, especially in financial sectors, deal with their challenges.

At the very beginning, labour banks were established as “credit unions”, as there had not yet been a legal framework to establish labour banks. We had pursued a legal framework that helped ensure our unique roles and missions to be “banks for workers”. We established the National Association of Labour Banks and also cooperated with the JCCU for the effort, which finally resulted in the legislation of the Labour Bank Act in 1953.



In 1981, the Banking Act was amended drastically, which enabled domestic banks to expand their business areas including securities business. As a result, competition within the financial sector became severe and a financial crisis occurred in the 1990s. However, the labour banks followed the spirit of “financial institutions for workers” and avoided speculative loans and investments, which helped us overcome the crisis successfully.

Furthermore, the labour banks have been dealing with various kinds of social issues surrounding workers, including multiple debt problems and employment crises caused by the global financial crisis and life insecurity caused by the ongoing COVID-19 pandemic.

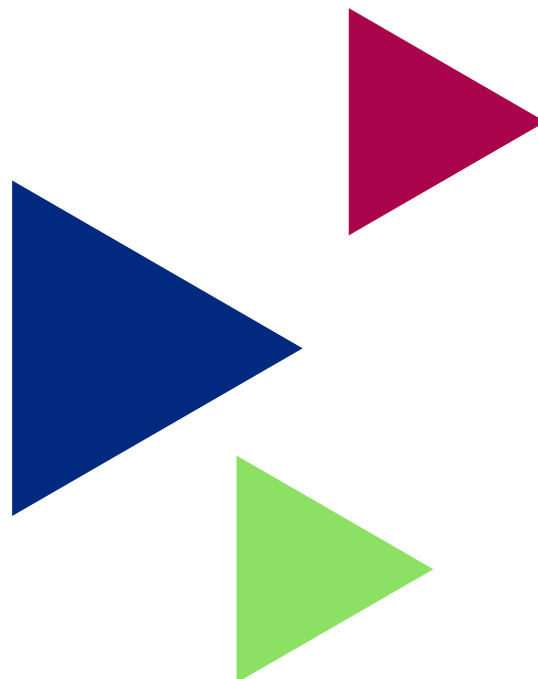
In dealing with these difficulties and social issues, we have always been working with trade unions and consumer cooperatives.

One feature of the labour banks is that investors such as trade unions and consumer cooperatives participate in the management of the labour banks in line with the cooperative principle.

For instance, trade unions give explanations about the labour banks to the union members and make efforts to promote the use of the labour banks. Trade unions also pay careful attention to the members' diverse needs coupled with the changes in society and environment and make suggestions to the labour banks so that these needs are reflected in the products and services of the labour banks.

The activities of the labour banks to provide products and services that meet the demands of workers have been supported by the cooperation with these organizations.

We think it would be helpful if African cooperative leaders could draw lessons from the labour banks' 70 years of experience since its establishment.



## ► Cooperators' Message 2

### Kagawa Archives & Resource Center

We are grateful for the visit by the African cooperators every year during the Study Tour and for having time together with them to recall the achievements of Kagawa. It is a great pleasure for us to share the experiences of Kagawa with people from various countries and to build a better future together.

### Kagawa tries to transform society itself by using the cooperative model

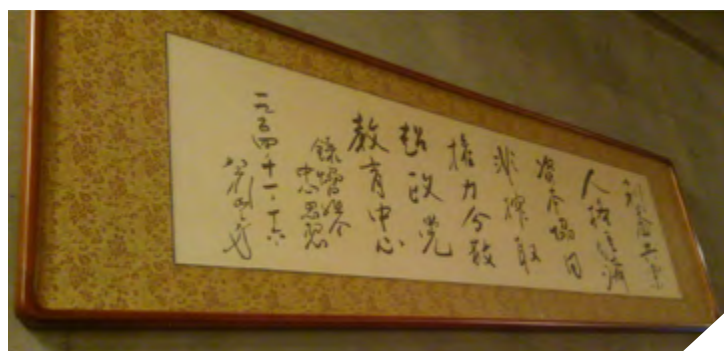
Kagawa is recognized as being the “father of the cooperative movement” in Japan. He was involved in the establishment of various kinds of cooperatives including consumer cooperatives, mutual aid cooperatives, agricultural cooperatives and fishery cooperatives.

However, the role played by Kagawa was not limited to the establishment of cooperatives. For Kagawa, the cooperative movement was not limited to a mere tool to solve individual social problems, but rather was a fundamental concept to build an ideal society itself. In other words, merely dealing with problems that come from capitalistic society was not enough. On the contrary, what Kagawa pursued for in his whole life was how to construct “society” itself where “cooperation” and “brotherhood love” are at the core. This is why Kagawa made every effort to establish various kinds of cooperatives.

In his book, “Theory and Practice of Cooperatives (Kyodokumiai-no-riron-to-jissai)”, Kagawa argued that when seven cooperatives (producer cooperatives, consumer cooperatives, credit cooperatives, marketing cooperatives, mutual aid cooperatives, insurance cooperatives and utility cooperatives) cooperated with each other and supported whole socio-economic activities together, a new society based on “brotherhood love”, which was neither capitalism nor socialism, would be born.

### Now is the time for cooperators to cooperate with each other to make progress for a better future

Faced with the COVID-19 pandemic, people around the world are suffering from enormous hardships. Merely superficial “treatment” would not be enough to sustain our societies. Now is the time for all cooperators across business areas and countries to cooperate with each other under the spirit of “brotherhood love”, to support whole societies and to create a better future together, in the same way as Kagawa pursued this in the past. We are hoping to make progress for a better future together with people we had the chance to meet during the Study Tour.



Kagawa's seven core cooperative thoughts displayed in Kagawa Archives & Resource Center. “Share profits”, “Human-centred economy”, “Cooperative capital”, “Non-exploitation”, “Separation of powers”, “Impartial” “Education” ([ILO](#), 2019)

## ► Ex-ILO Tokyo Director recalls the Study Tour

### Ms. Akiko Taguchi

Ms. Akiko Taguchi served as the Director of the ILO Tokyo from 2016 to 2020. Every year from summer to autumn, the ILO Tokyo was full of a lively atmosphere in preparation for the Study Tour. She was involved in four editions of the Study Tour as the Director. She recalled the annual big event at the ILO Tokyo.

#### ► Ms. Akiko Taguchi

She had been working at the Ministry of Health, Labour and Welfare before joining the ILO. In 2016, she took office of the Director of the ILO Tokyo and retired in 2020.

### The Study Tour is a good opportunity for both Japanese and African cooperators to learn from each other.

This Study Tour was developed based on many years of knowledge and experience of the ILO and the JCCU. It takes a lot of technical effort to implement, but this tour is excellent. There are some examples of how participants have actually applied what they have learned in Japan. In this Study Tour, participants can experience various types of cooperative activities in Japan, including those that may not exist in their own countries, and this tour actually helped to expand the activities of participants.



Ms. Taguchi speaking at the Public Seminar (ILO, 2019)

The Study Tour also provides Japanese cooperators with opportunities for learning from cooperators overseas. By exchanging opinions with African participants, Japanese cooperatives may clarify their own challenges and sometimes find out that African cooperatives have more innovative systems. I am convinced that this Study Tour contributes to the improvement of Japanese cooperative activities.

### The initiative should be continued online. Visiting African cooperatives is also an idea.

Although the Study Tour in 2020 was suspended due to the COVID-19 pandemic, it is also possible to continue the cooperation. For instance, it is possible to continue sharing knowledge, such as by making a video of cooperatives and setting a time for exchanging opinions online.

The Study Tour has been implemented for ten years. Many former participants may have implemented new initiatives to improve their cooperative activities. It would be a good idea to visit selected cooperatives in African countries to further develop the partnership between Japanese and African cooperatives.



Ms. Taguchi with the participants (ILO, 2016)

## ► 2010-2014

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Oizumi Health Cooperative Hospital (JCCU, 2010)



JA Tokyo Musashi (JCCU, 2011)



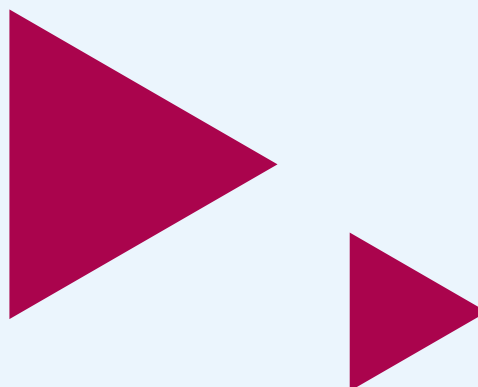
Workers' cooperative (JCCU, 2012)



U COOP (JCCU, 2013)



Public Seminar (JCCU, 2014)





## ► 2015-2019

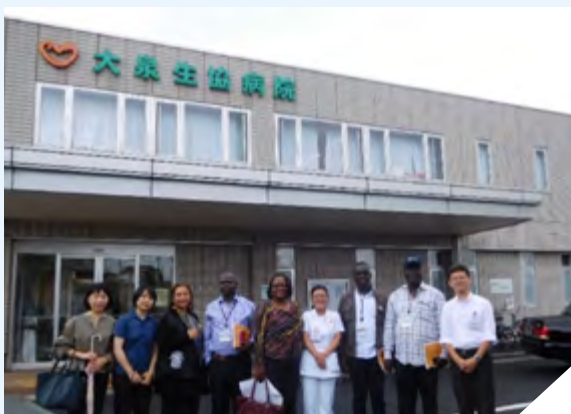
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Public Seminar ([ILO](#), 2015)



JA Sawa Isezaki ([ILO](#), 2016)



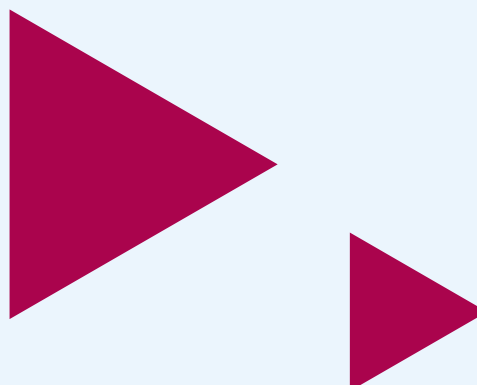
Oizumi Health Cooperative Hospital (JCCU, 2017)



Kokumin Kyosai co-op (JCCU, 2018)



National Association of Labour Banks  
(National Association of Labour Banks, 2019)





## ► Annex

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### Concept note:

### Japanese Consumers' Co-operative Union (JCCU) and International Labour Organization (ILO) African Cooperative Leaders' Study Tour in Japan

5 – 14 September 2019

### Background

For the past years, the Japanese Consumers' Co-operative Union (JCCU) and the International Labour Organization (ILO), through its Cooperatives Unit (COOP) and its Office for Japan (ILO Tokyo), have exchanged information to explore possible areas of collaboration particularly in supporting African cooperative development. The exchange was initiated in 2007 in the context of the ILO's Cooperative Facility for Africa (Coop<sup>Africa</sup>) Programme.

Consequently in 2010, JCCU and ILO launched a joint study tour to encourage the exchange of knowledge and experiences and explore possible cooperation between African and Japanese cooperatives. From 2010 to 2018, nine editions of the study tour have been organized and 38 senior cooperative leaders from 16 African countries (Ethiopia, Kenya, Lesotho, Niger, Rwanda, South Africa, Tanzania, Uganda, Zimbabwe, Ghana, Nigeria, Eswatini, Democratic Republic of the Congo, Tunisia, Côte d'Ivoire, and Cameroon) have participated in this study tour. The selected African cooperative leaders learned about a range of Japanese cooperatives' businesses and their strongly membership-based approach through lectures and study visits in Tokyo and its vicinity.

This concept note presents basic information on the 10th edition of the study tour that will take place from 5-14 September 2019 for interested candidates.

### Eligible participants

This year, five African cooperative leaders will be invited to participate in the study tour. The participants will be selected based on the following criteria:

- To be in a leadership and managerial position at a cooperative enterprise, preferably in a secondary or tertiary level cooperative organization (i.e. applicants from non-cooperative companies, NGOs and government or municipal entities are not eligible);
- To have a proven track record in the cooperative movement;
- To have a fair educational background;
- To have ideas/plans to share and make use of lessons learned from this study tour to advance his/her cooperative and the cooperative movement as a whole;

- To have secured funds for their round trip to Tokyo, Japan; and
- To have good command of English both written and spoken

**Priority will be given to qualified women and young applicants. A limited fellowship might be provided by the ILO for a qualified applicant who cannot cover the international travel cost, but the priority will be given to those who have secured funds for the travel cost.**

## Overall objective

To encourage the exchange of knowledge and experiences and facilitate discussions on possible cooperation between African and Japanese cooperatives.

## Programme outline

The study tour programme will include the below components:

1. Introduction on the legal framework and institutional structure concerning cooperatives in Japan
2. Site visits and lectures on different types of cooperatives (e.g. producers', users' and workers' cooperatives) in different industries and sectors (e.g. agriculture, energy, finance and insurance, health and medical care, retailing, and other services) in Japan
3. Site visit to Kagawa Archives & Resource Center on the history of the Japanese cooperative movement
4. Public seminar where the participants present on their cooperatives and future plans to advance the African cooperative movement and discuss possible collaboration with partners in Japan

The following links provide information on organizations related to the study tour.

- Japanese Consumers' Co-operative Union (JCCU): <https://jccu.coop/eng/>
- ILO Cooperatives Unit: <http://www.ilo.org/global/topics/cooperatives/lang--en/index.htm>
- Kagawa Archives & Resource Centre: <http://zaidan.unchusha.com/en>
- National Association of Labour Banks: <http://all.rokin.or.jp/en/>
- National Federation of Workers and Consumers Insurance Cooperatives: <http://www.zenrosai.coop/english/english.html>
- Japanese Health and Welfare Co-operative Federation: <http://www.hew.coop/english/>
- Norinchukin Research Institute: <https://www.nochuri.co.jp/english/index.html>
- Central Union of Agricultural Co-operatives (JA-Zenchu): <https://www.zenchu-ja.or.jp/eng>
- National Federation of University Co-operative Associations: <http://www.univcoop.or.jp/en/index.html>
- Japan Workers' Co-operative Union: <http://english.roukyou.gr.jp/>
- Japan Co-operative Alliance: <https://www.japan.coop/en/>

## Venue, dates and cost

- Venue: Tokyo and its vicinity in Japan
- Dates: Thursday 5th to Saturday 14th of September 2019
- Costs: The principle of cost-sharing is central to this study tour. JCCU will provide **five fellowships** covering the domestic costs: tuition, accommodation (including breakfast), and transportation for site visits in Japan. **Participants have to cover the travel cost between their home and Tokyo, Japan.** A limited fellowship might be provided by the ILO for a qualified applicant who cannot cover the international travel cost but, as mentioned above, the priority will be given to those who have secured funds for their travel cost.

## Logistic and administrative arrangement responsibility

- JCCU is in charge of the preparation and implementation of the study tour, covering the domestic cost for tuition, accommodation and transportation for site visits in Japan.
- ILO Tokyo assists with the preparation and implementation of the study tour. ILO Tokyo will send guarantee letters needed to process visa applications at Japanese embassies to each of the selected participants.
- ILO COOP is responsible for the nomination of five participants and the support for the participants in preparing their presentations.
- Participants are responsible for the arrangement of their own flight tickets, the application of visas to enter Japan in case needed, and the purchase of any travel insurance s/he deems necessary. Participants should send copies of purchased flight tickets and visas as soon as possible to JCCU, ILO Tokyo and ILO COOP.

## How to apply

Interested candidates are invited to submit the following documentation in English:

1. A Curriculum Vitae (CV) of the candidate;
2. A brief outline of his/her cooperative organization, explaining its mission, the main location and activities, the size (including annual turnover and the number of membership and staff), the governance structure (including a description of its Board) and key achievements and challenges faced by the organization;
3. A cover letter, including a clear and concrete description on why and how the candidate can benefit from the study tour to advance his/her cooperative organization and the cooperative movement in Africa
4. A commitment letter from his/her organization, including the financial commitment to cover the travel cost between his/her home and Tokyo, Japan, and the practical plans envisaged by the organization to share and make use of the knowledge acquired during the study tour to advance the cooperative movement in Africa. **In the event that the organization does not honour its financial commitment, the ILO reserves the right to disqualify the candidate and replace him/her with another candidate.**

## Study Tour for African Cooperative Leaders

### ► 1<sup>st</sup> - 8<sup>th</sup> August 2010, Tokyo Japan

| Date        | Program Details  |
|-------------|--|
| 1 Aug (Sun) | PM: Arrive at the Airport. Take a train to Tokyo   |
| 2 Aug (Mon) | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>PM: Lecture: Outline of Japanese consumer co-operatives<br>: Welcome Party  |
| 3 Aug (Tue) | AM: Zenrosai (mutual insurance cooperative)<br>PM: Oizumi Health Cooperative Hospital (health and welfare cooperative)   |
| 4 Aug (Wed) | AM: IDACA (Lecture: Economic business of agricultural co-operatives)<br>PM: JA Hadano (multi-purpose agricultural cooperative)   |
| 5 Aug (Thu) | AM: Norinchukin Research Institute Co. Ltd (Lecture: Co-operative credit)<br>PM: National Association of Labour Banks (Lecture: Co-operative credit)<br>: JICA Industrial Development Department |
| 6 Aug (Fri) | AM: Saitama "Sanchoku" Centre *Sanchoku=direct transaction with farmers<br>: Saitama Fukaya Co-op Store<br>PM: Summary Report and Discussion with ILO & JCCU<br>: Farewell party                 |
| 7 Aug (Sat) | Sightseeing  |
| 8 Aug (Sun) | Depart to home country   |

### ► 25<sup>th</sup> September - 2<sup>nd</sup> October 2011, Tokyo Japan

| Date         | Program Details   |
|--------------|---|
| 25 Sep (Sun) | PM: Arrive at the Airport. Take a train to Tokyo  |
| 26 Sep (Mon) | AM: Orientation<br>PM: Lecture: Outline of the Japanese co-operative movement<br>: Lecture: Outline of Japanese consumer co-operatives                              |
| 27 Sep (Tue) | AM: Zenrosai (mutual insurance cooperative)<br>PM: Waseda University Cooperative (university cooperative)<br>: ILO Tokyo  |
| 28 Sep (Wed) | AM: IDACA (agricultural cooperative)<br>PM: JA Tokyo Musashi / Mitaka   |
| 29 Sep (Thu) | AM: Norinchukin Research Institute Co. Ltd. (cooperative credit)<br>PM: National Association of Labour Banks (cooperative credit)                                   |
| 30 Sep (Fri) | AM: Coop Net<br>: Saitama Minami-Urawa Co-op Store<br>: Co-op Plaza Urawa<br>PM: Programme review<br>: Presentation session by the participants<br>: Farewell party |
| 1 Oct (Sat)  | Sightseeing   |
| 2 Oct (Sun)  | Depart to home country  |

► 2<sup>nd</sup> - 9<sup>th</sup> September 2012, Tokyo Japan

| Date        | Program Details   |
|-------------|---|
| 2 Sep (Sun) | PM: Arrive at the Airport. Take a train to Tokyo  |
| 3 Sep (Mon) | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>: Introduction of Sanchoku pamphlet<br>PM: Zenrosai (mutual insurance cooperative)<br>: National Association of Labour Banks (cooperative credit)<br>: Welcome Party |
| 4 Sep (Tue) | AM: Workers' cooperative (Ikebukuro)<br>PM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative)  |
| 5 Sep (Wed) | JA Kanra-Tomioka<br>AM: Farming unit, Distribution centre<br>PM: Farmer's Market, Agricultural field  |
| 6 Sep (Thu) | Co-op Gunma<br>AM: Tomioka Centre (home delivery business)<br>PM: COOP Fujioka (Co-op Store)  |
| 7 Sep (Fri) | AM: Lecture: Governance of Japanese consumer co-operative<br>PM: Programme Review<br>: Public Seminar (Co-organized by ILO & JCCU)<br><b>"Cooperative Movement in Tanzania: Promotion of Fair Trade"</b><br>: Farewell party                        |
| 8 Sep (Sat) | Sightseeing   |
| 9 Sep (Sun) | Depart to home country  |

► 2<sup>nd</sup> - 11<sup>th</sup> September 2013, Tokyo Japan

| Date         | Program Details  |
|--------------|--|
| 2 Sep (Mon)  | PM: Arrive at the Airport. Take a Train to Tokyo   |
| 3 Sep (Tue)  | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>PM: Lecture: Governance of Japanese consumer co-operative<br>: Welcome party  |
| 4 Sep (Wed)  | Workers' cooperative (Ikebukuro)   |
| 5 Sep (Thu)  | JA Sagami<br>AM: Farming unit, Agricultural field<br>PM: Farmer's Market   |
| 6 Sep (Fri)  | AM: U Co-op Shin-Yamashita Centre (Home Delivery Business)<br>PM: Co-op Shonan-Tsujido-Ekimae (Overview, Store visit)  |
| 7 Sep (Sat)  | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)  |
| 8 Sep (Sun)  | Sightseeing  |
| 9 Sep (Mon)  | AM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative)<br>PM: Zenrosai (mutual insurance cooperative)<br>: National Association of Labour Banks (cooperative credit) |
| 10 Sep (Tue) | PM: Programme review<br>: Public Seminar (Co-organized by ILO & JCCU)<br><b>"Cooperative Activities in South Africa and Tanzania"</b><br>: Farewell party  |
| 11 Sep (Wed) | Depart to home country   |



## Study Tour for African Cooperative Leaders

### ► 1<sup>st</sup> - 10<sup>th</sup> September 2014, Tokyo Japan

| Date         | Program Details   |
|--------------|---|
| 1 Sep (Mon)  | PM: Arrive at the Airport. Take a Train to Tokyo  |
| 2 Sep (Tue)  | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>PM: Lecture: Governance of Japanese consumer co-operative<br>: Welcome party                     |
| 3 Sep (Wed)  | AM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative)<br>PM: Chiba University Cooperative (university cooperative)<br>: Workers' cooperative |
| 4 Sep (Thu)  | AM: JA Chiba Midori facilities (including sorting centre and agricultural field)  |
| 5 Sep (Fri)  | AM: Co-op Net Home Delivery Centre<br>: Co-op Store   |
| 6 Sep (Sat)  | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)   |
| 7 Sep (Sun)  | Sightseeing   |
| 8 Sep (Mon)  | AM: National Association of Labour Banks (cooperative credit)<br>PM: Zenrosai (mutual insurance cooperative)  |
| 9 Sep (Tue)  | AM: Programme review<br>PM: Public Seminar (Co-organized by ILO & JCCU)<br>"Cooperative Activities in East Africa"<br>: Farewell party  |
| 10 Sep (Wed) | Depart to home country  |

### ► 31<sup>st</sup> August - 9<sup>th</sup> September 2015, Tokyo Japan

| Date         | Program Details   |
|--------------|---|
| 31 Aug (Mon) | PM: Arrive at the Airport. Take a train to Tokyo  |
| 1 Sep (Tue)  | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>PM: Lecture: Business activities and governance of Japanese consumer co-operative<br>: Welcome party |
| 2 Sep (Wed)  | AM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative)<br>PM: Workers' cooperative  |
| 3 Sep (Thu)  | AM: JA Zenchu (overview of agricultural co-operatives in Japan)<br>PM: JA Saitama Hibikino Head Office & Vegetable Sorting Facility   |
| 4 Sep (Fri)  | AM: Coop Net Head Office (An Overview of Co-op Net and Co-op Mirai)<br>PM: Home Delivery Centre and Co-op Store   |
| 5 Sep (Sat)  | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)<br>PM: University of Tokyo Cooperative (university cooperative)   |
| 6 Sep (Sun)  | Sightseeing   |
| 7 Sep (Mon)  | AM: National Association of Labour Banks (cooperative credit)<br>PM: Zenrosai (mutual insurance cooperative)  |
| 8 Sep (Tue)  | AM: Programme review<br>PM: Public Seminar (Co-organized by ILO & JJC)<br>"Cooperative Activities in East Africa"<br>: Farewell party   |
| 9 Sep (Wed)  | Depart to home country  |

► 29<sup>th</sup> August - 7<sup>th</sup> September 2016, Tokyo Japan

| Date         | Program Details  |
|--------------|--|
| 29 Aug (Mon) | PM: Arrive at the Airport. Take a train to Tokyo   |
| 30 Aug (Tue) | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>PM: Kagawa Archives & Resource Center<br>: Welcome party  |
| 31 Aug (Wed) | AM: National Association of Labour Banks (cooperative credit)<br>PM: Zenrosai (mutual insurance cooperative)   |
| 1 Sep (Thu)  | AM: University of Tokyo Cooperative (university coop)<br>PM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative)<br>: Attend JCCU International Committee meeting |
| 2 Sep (Fri)  | AM: JA Tanofuji Packaging Centre<br>PM: JA Sawa Isezaki (including visit to the funeral centre, branch office and sorting centre)<br>: Gunma Prefecture Meat Wholesale Market. Co.Ltd.             |
| 3 Sep (Sat)  | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)<br>PM: Workers' cooperative  |
| 4 Sep (Sun)  | Sightseeing  |
| 5 Sep (Mon)  | AM: Co-op Mirai<br>PM: Urawa Home Delivery Centre<br>: Minami-Urawa Co-op store  |
| 6 Sep (Tue)  | AM: Programme review<br>PM: Public Seminar (Co-organized by ILO & JJC)<br>"Cooperative Activities in Africa"<br>: Farewell party   |
| 7 Sep (Wed)  | Depart to home country   |

► 28<sup>th</sup> August - 6<sup>th</sup> September 2017, Tokyo Japan

| Date          | Program Details   |
|---------------|---|
| 28 Aug (Mon)  | PM: Arrive at the Airport. Take a train to Tokyo  |
| 29 Aug (Tue)  | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement<br>PM: Kagawa Archives & Resource Center<br>: Welcome party                             |
| 30 Aug (Wed)  | AM: National Association of Labour Banks (cooperative credit)<br>PM: Zenrosai (mutual insurance cooperative)  |
| 31 Aug (Thue) | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)<br>PM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative) |
| 1 Sep (Fri)   | JA Shimizu (including sorting centre, farmers' market, branch office and agricultural field)  |
| 2 Sep (Sat)   | AM: University of Tokyo Cooperative (university cooperative)<br>PM: Workers' cooperative  |
| 3 Sep (Sun)   | Sightseeing   |
| 4 Sep (Mon)   | Coop Deli and Coop Mirai<br>AM: Lecture<br>PM: Minami Urawa Day Care Centre<br>: Urawa Home Delivery Centre   |
| 5 Sep (Tue)   | AM: Programme review<br>PM: Public Seminar (Co-organized by ILO & JJC)<br>"Cooperative Activities in Africa"<br>: Farewell party                                    |
| 6 Sep (Wed)   | Depart to home country  |

## Study Tour for African Cooperative Leaders

### ► 15<sup>th</sup> - 24<sup>th</sup> October 2018, Tokyo Japan

| Date          | Program Details   |
|---------------|---|
| 15 Oct. (Mon) | PM: Arrive at the Airport. Take a train to Tokyo  |
| 16 Oct. (Tue) | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement and consumer cooperatives<br>PM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperatives including their renewable energy businesses)<br>: Welcome party |
| 17 Oct. (Wed) | JA Hadano and its facilities  |
| 18 Oct. (Thu) | AM: University of Tokyo Cooperative (university cooperative)<br>PM: Kagawa Archives & Resource Center   |
| 19 Oct. (Fri) | AM: National Association of Labour Banks (cooperative credit)<br>PM: Zenrosai (mutual insurance cooperative)  |
| 20 Oct. (Sat) | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)<br>PM: Workers' co-operative  |
| 21 Oct. (Sun) | Sightseeing   |
| 22 Oct. (Mon) | AM: Kasukabe Co-op Store<br>PM: Recycling Centre<br>: Lecture: Co-op Deli's activities  |
| 23 Oct. (Tue) | AM: Programme review<br>PM: Public Seminar (Co-organized by ILO & JCA)<br><b>"Cooperative Activities in French-Speaking Africa"</b><br>: Farewell party   |
| 24 Oct. (Wed) | Depart to home country  |

### ► 5<sup>th</sup> - 14<sup>th</sup> September 2019, Tokyo Japan

| Date          | Program Details  |
|---------------|--|
| 5 Sep. (Thu)  | PM: Arrive at the Airport. Take a train to Tokyo   |
| 6 Sep. (Fri)  | AM: Orientation<br>: Lecture: Outline of the Japanese co-operative movement and consumer cooperatives<br>PM: Norinchukin Research Institute Co. Ltd. (Lecture: Japanese agricultural cooperative)<br>: Welcome party |
| 7 Sep. (Sat)  | AM: Oizumi Health Cooperative Hospital (health and welfare cooperative)<br>PM: Kagawa Archives & Resource Center   |
| 8 Sep. (Sun)  | Sightseeing  |
| 9 Sep. (Mon)  | JA Shinshu-Ueda and its facilities   |
| 10 Sep. (Tue) | AM: University of Tokyo Cooperative (university cooperative)<br>PM: Workers' cooperative   |
| 11 Sep. (Wed) | AM: Kasukabe Co-op Store<br>PM: Recycling Centre<br>: Lecture: Co-op Deli's activities   |
| 12 Sep. (Thu) | AM: National Association of Labour Banks (cooperative credit)<br>PM: Kokumin Kyosai co-op (mutual insurance cooperative)   |
| 13 Sep. (Fri) | AM: Programme review<br>PM: Public Seminar (Co-organized by ILO & JCA)<br><b>"Future of Work x Africa x Cooperatives"</b><br>: Farewell party  |
| 14 Sep. (Sat) | Depart to home country   |

## Seminar on ILO/JCCU Study Tour for African Cooperative Leaders

► 16<sup>th</sup> - 17<sup>th</sup> November 2015, Dar es Salaam Tanzania

| TIME          | DAY 1 (16 November)   |
|---------------|---|
| 08:30 – 09:00 | Registration and practical matters  |
| 09:00 – 09:15 | Statement of the Employers Association  |
| 09:15 – 09:30 | Statement by the Trade Union Congress of Tanzania (TUCTA)   |
| 09:30 – 09:45 | Statement by JCCU   |
| 09:45 – 10:00 | Statement by ILO  |
| 10:00 – 10:15 | Statement by Government Tanzania Cooperative Development Commission                                   |
| 10:15 – 10:30 | Workshop objectives   |
| 10:30 – 11:00 | Tea Break   |
| 11:00 – 11:30 | <b>Overview of the ILO/JCCU Study Tours</b>   |
| 11:30 – 13:00 | <b>Presentation by Country (8 presentations)</b>  |
| 13:00 – 14:00 | Lunch Break   |
| 14:00 – 15:40 | <b>Presentations by Country (5 presentations)</b>   |
| 15:40 – 16:00 | Break   |
| 16:00 – 17:00 | <b>General Discussions</b>  |
| TIME          | DAY 2 (17 November)   |
| 08:30 – 08:45 | Organizing and briefing working groups  |
| 08:45 – 10:00 | <b>Working group session (by country): “Challenges faced by Cooperative and ways to address them”</b> |
| 10:00 – 10:30 | Tea Break   |
| 10:30 – 11:30 | <b>Working group session – continued</b>  |
| 11:30 – 13:00 | <b>Reporting by each country group</b>  |
| 13:00 – 14:00 | Lunch Break   |
| 14:00 – 15:00 | <b>Plenary discussion and comments on the country presentations</b>                                   |
| 15:00 – 16:30 | <b>The Way Forward</b>  |
| 16:45 – 17:00 | Closure   |

## Study Tour Participants List (2010-2019)

| M/F | Name                        | Country       | Year | Job Title (during the Study Tour)       | Organization (during the Study Tour)   |
|-----|-----------------------------|---------------|------|---|--|
| F   | Joan Susan ATUHURRA         | Uganda        | 2019 | Head Finance & Administration           | African Confederation of Co-operative Savings and Credit Associations                      |
| F   | Ursullah Bwari GESEMBE      | Kenya         | 2019 | Co-operative Advisor                    | Cooperative Bank of Kenya, Co-op Consultancy & Insurance Agency                            |
| M   | Oladipo Olanrewaju SHOBULE  | Nigeria       | 2019 | Board Member                            | Lagos Local Governments Multipurpose Cooperative   |
| M   | August Ernest KIMARIO       | Tanzania      | 2019 | Project Coordinator                     | Kilimanjaro Dairy Cooperative Joint Enterprise   |
| F   | Somoe Ismail NGUHWI         | Tanzania      | 2019 | Chairperson                             | TanESCO SACCOS   |
| M   | Joseph Alain YEBGA BINGAN   | Cameroon      | 2018 | President                               | Local Network of Social and Solidarity Economy of Matomb                                   |
| M   | Radhouan CHOUHI             | Tunisia       | 2018 | President                               | Mutual Society of Agricultural Services el Rommena   |
| M   | Kobenon Maurice KOFFI       | Côte d'Ivoire | 2018 | Technical Assistant of Director General | Federation of Cooperative Societies of the Producers of the Cotton Sector of Côte d'Ivoire |
| F   | Chiyoge B. SIFA             | DR Congo      | 2017 | Regional Director                       | ICA Africa   |
| M   | Samuel Addo OTOO            | Ghana         | 2017 | CEO                                     | Ghana Easy Investment Co-operative Credit Union Ltd.                                       |
| M   | Peter Kipkoech TALAM        | Kenya         | 2017 | Board of Directors                      | Kenya Magereza SACCO Ltd.  |
| M   | Labaran Abdulkareem GARBA   | Nigeria       | 2017 | President                               | Nigeria Niger State Teachers Endwell Multi-Purpose Cooperative Union                       |
| M   | Sydney Musa SIBANDZE        | Eswatini      | 2017 | President                               | Swaziland Farmers' Co-operative Union Limited in Swaziland                                 |
| M   | Amza TAHIROU                | Niger         | 2016 | Chief Executive Officer                 | Federation of Vegetable Grower Cooperatives  |
| F   | Elizabeth C. MAKWABE        | Tanzania      | 2016 | Chief Executive Officer                 | Kilimanjaro Cooperative Bank   |
| M   | Athumani L. MAHADHI         | Tanzania      | 2016 | Executive Secretary                     | Tanga Dairies Cooperative Union  |
| M   | Thabo Edwin SHALE           | Lesotho       | 2015 | Manager                                 | Cooperative Lesotho Ltd  |
| F   | Marie Solange UWANYIRIGIRA  | Rwanda        | 2015 | Chairperson                             | Control Committee of Tea growers Cooperative Federation                                    |
| F   | Anne Nyawira Kinyua WANJOHI | Kenya         | 2015 | General Manager                         | 2NK SACCO Society Ltd  |
| F   | Farai MTAWA                 | Zimbabwe      | 2015 | Treasurer                               | National Association of Co-operative Savings and Credit Unions of Zimbabwe                 |
| M   | Bosco George SIMBA          | Tanzania      | 2014 | Finance Manager                         | Moshi Rural Teachers Savings and Credit Cooperative Society                                |
| M   | Daniel MARUBE               | Kenya         | 2014 | CEO                                     | Co-operative Alliance of Kenya   |



## Study Tour Participants List (2010-2019)

| M/F | Name                    | Country      | Year | Job Tittle (during the Study Tour)                               | Organization (during the Study Tour)   |
|-----|-------------------------|--------------|------|--|--|
| F   | Beatrice KATSIGAZI      | Uganda       | 2014 | Vice Chairperson   | Uganda Co-operative Alliance   |
| F   | Jane Wanjiru MUGO       | Kenya        | 2014 | Chief Executive Officer  | Bingwa SACCO   |
| M   | Yahya Salum MSAMBYA     | Tanzania     | 2014 | General Manger   | Ngome SACCOS   |
| F   | Gloria Anaclet MAZOKO   | Tanzania     | 2013 | Education and Publicity Manager                                  | Tanzania Federation of Cooperatives  |
| F   | Mgeni Mohammed SALUM    | Tanzania     | 2013 | Marketing Research (Board Member)                                | Zanzibar Fresh Vegetable Cooperative   |
| F   | Mirna de HART           | South Africa | 2013 | Owner  | IMAC Services  |
| M   | Mhlobo MBANE            | South Africa | 2013 | Assistant Project Manager (Farmer Support and Youth Development) | National Emergent Red Meat Producers Organization  |
| M   | Nkenke MXHOSANA         | South Africa | 2013 | Chairperson  | Nkwanca Primary Agricultural Cooperative & Chris Hani Agribusiness Secondary Cooperative |
| M   | Godwin LEMILIA          | Tanzania     | 2012 | General Manager  | Arusha Cooperative Union   |
| M   | Novatus TIIGELERWA      | Tanzania     | 2012 | General Manager  | Karagwe District Coop Union  |
| F   | Dina Juma MAKOTA        | Tanzania     | 2012 | Acting Head of Women and Children's Department                   | Ministry of Social Welfare, Women Development and Children, Zanzibar                     |
| M   | Khamis Daudi SIMBA      | Tanzania     | 2012 | Director/Registrar of Cooperatives                               | Ministry of Labour, Economic Empowerment and Cooperatives                                |
| M   | Bahiru TEKLE ROBI       | Ethiopia     | 2011 | Commissioner   | Oromia Cooperative Agency  |
| M   | Stephen Vincent MUCHIRI | Kenya        | 2011 | Chief Executive Officer  | Eastern Africa Farmers Federation  |
| M   | Jean Baptiste NDANYUZWE | Rwanda       | 2011 | Executive Secretary  | National Cooperative Confederation of Rwanda   |
| M   | Vedastus Isaias NGAIZA  | Tanzania     | 2011 | General Manager  | Kagera Cooperative Union   |
| F   | Clare KABAKYENGA        | Uganda       | 2011 | Programme Coordinator  | Manyakabi Area Cooperative Enterprise  |
| F   | Tezeta KETEMA           | Ethiopia     | 2010 | General Manager  | Joshua Multipurpose Cooperative  |
| M   | Francis A. MUNANE       | Kenya        | 2010 | Executive Director   | Cooperative Alliance of Kenya  |
| M   | Prosper MULINDWA        | Rwanda       | 2010 | Executive Secretary  | Rwandese Federation of Tea Growers Cooperative   |
| M   | Leonard MSEMAKWELI      | Uganda       | 2010 | General Secretary  | Uganda Co-operative Alliance   |

## ► Nationality of the participants

|                                  | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|----------------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| Cameroon                         |      |      |      |      |      |      |      |      | 1    |      | 1     |
| Côte d'Ivoire                    |      |      |      |      |      |      |      |      | 1    |      | 1     |
| Democratic Republic of the Congo |      |      |      |      |      |      |      | 1    |      |      | 1     |
| Eswatini                         |      |      |      |      |      |      |      | 1    |      |      | 1     |
| Ethiopia                         | 1    | 1    |      |      |      |      |      |      |      |      | 2     |
| Ghana                            |      |      |      |      |      |      |      | 1    |      |      | 1     |
| Kenya                            | 1    | 1    |      |      | 2    | 1    |      | 1    |      | 1    | 7     |
| Lesotho                          |      |      |      |      |      | 1    |      |      |      |      | 1     |
| Niger                            |      |      |      |      |      |      | 1    |      |      |      | 1     |
| Nigeria                          |      |      |      |      |      |      |      | 1    |      | 1    | 2     |
| Rwanda                           | 1    | 1    |      |      |      | 1    |      |      |      |      | 3     |
| South Africa                     |      |      |      | 3    |      |      |      |      |      |      | 3     |
| Tanzania                         |      | 1    | 4    | 2    | 2    |      | 2    |      |      | 2    | 13    |
| Tunisia                          |      |      |      |      |      |      |      |      | 1    |      | 1     |
| Uganda                           | 1    | 1    |      |      | 1    |      |      |      |      | 1    | 4     |
| Zimbabwe                         |      |      |      |      |      | 1    |      |      |      |      | 1     |

## ► Gender of the participants

|        | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|--------|------|------|------|------|------|------|------|------|------|------|-------|
| Male   | 3    | 4    | 3    | 2    | 3    | 1    | 2    | 4    | 3    | 2    | 27    |
| Female | 1    | 1    | 1    | 3    | 2    | 3    | 1    | 1    | 0    | 3    | 16    |

## ► Participants by sector

|                           | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|---------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| Multi-Sectoral Federation | 2    | 1    |      | 1    | 2    | 1    |      | 1    | 1    |      | 9     |
| Agriculture               | 1    | 3    | 2    | 3    |      | 1    | 2    | 1    | 2    | 1    | 16    |
| Finance                   |      |      |      |      | 3    | 2    | 1    | 2    |      | 3    | 11    |
| Multipurpose              | 1    |      |      |      |      |      |      | 1    |      | 1    | 3     |
| Government                |      | 1    | 2    |      |      |      |      |      |      |      | 3     |
| Other                     |      |      |      | 1    |      |      |      |      |      |      | 1     |

## ► Scale of the participants' cooperatives

|                               | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | Total |
|-------------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| Local Level                   | 1    | 2    | 2    | 3    | 3    | 1    | 2    | 3    | 2    | 4    | 23    |
| National or Continental Level | 3    | 2    |      | 2    | 2    | 3    | 1    | 2    | 1    | 1    | 17    |
| Government                    |      | 1    | 2    |      |      |      |      |      |      |      | 3     |

## ▶ Interview List

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### ILO

- ▶ Ms. Simel Esim
- ▶ Mr. Guy Tchami
- ▶ Ms. Yumi Nabeshima
- ▶ Mr. Philippe Vanhuynegem

### JCCU

- ▶ Mr. Haruyoshi Amano
- ▶ Ms. Satoko Horiuchi (ILO/JCCU secondment programme staff)
- ▶ Ms. Mina Waki (ILO/JCCU secondment programme staff)

### Ex-ILO Officials

- ▶ Mr. Jürgen Schwettmann
- ▶ Ms. Akiko Taguchi

### Study Tour participants

- ▶ Ms. Sifa Chiyoge (2017 participant)
- ▶ Mr. Kobenan Maurice Koffi (2018 participant)
- ▶ Ms. Joan Susan Atuhurra (2019 participant)
- ▶ Mr. August Ernest Kimario (2019 participant)

### Japanese cooperatives

- ▶ Mr. Kenki Maeda (JCA)
- ▶ Mr. Osamu Nakano (JWCU/JCA)
- ▶ National Association of Labour Banks
- ▶ Kagawa Archives & Resource Center

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A **Cooperative is** “an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.”

► [Promotion of Cooperatives Recommendation, 2002 \(No. 193\), Paragraph 2](#)

## Cooperative Principles

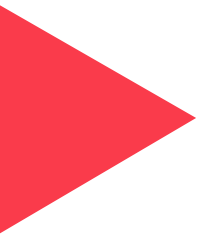
1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Education, Training, and Information
6. **Cooperation among Cooperatives**
7. Concern for Community

► [\(ICA, 1995, Statement on the Cooperative Identity\)](#)

► ILO Cooperatives Unit: [ilo.org/coop](http://ilo.org/coop)

► ILO Office for Japan: [ilo.org/tokyo/lang--en](http://ilo.org/tokyo/lang--en)

► Japanese Consumers' Co-operative Union (JCCU): [jccu.coop/eng](http://jccu.coop/eng)



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