

**REPORT ON THE PROCEEDINGS OF THE
ICA-AP & ACFSMC REGIONAL WORKSHOP ON ‘RE-WORK, RE-IMAGINE AND RE-SHAPE:
ADVANCING WOMEN CEOs IN CO-OPERATIVES’
APRIL 17-18, 2018, GUIYANG, GUIZHOU PROVINCE, CHINA**



Participants of the workshop at the Opening Ceremony.

EXECUTIVE SUMMARY

Time will not solve the gender leadership gap; action will¹

Women have made significant progress in graduation rates in the field of business administration and law; natural sciences, mathematics and statistics, health and welfare (though the numbers need to improve in engineering, manufacturing and construction)² and the gender gap in participation between men and women in the workforce is narrowing, even though participation in the workforce for women is 49.6% compared to men at 76.1%.³ But, when it comes to leadership, the numbers are stark. According to the 2016 Grant Thornton Report⁴, women held under a quarter (24%) of senior roles across the world in 2016—an increase of only 3% from 2011; one-third (33%) of global businesses had no women in senior management roles, a number which has not changed since 2011. Across the spectrum of literature, there is overwhelming evidence of a large presence of women getting ‘stuck’ at the middle management level, with no means or support to move higher up.⁵

The 2015 ICA Study, *Advancing gender equality: The Co-operative Way* showed that within the co-operative movement, there has been a growing attention to gender issues, a progression of women into leadership roles, albeit slow, and an increase in the number of women-owned co-operatives. However, even in co-operatives, the asymmetry in leadership position between men and women exists. Women comprise over 50% of membership and over 50% of the clientele. Almost 75% of survey respondents stated that among the co-operatives with which they are most familiar, women comprise less than 50% of the co-operative board. A quarter of those same respondents reported that women occupy less than 10% of the board. As these figures suggest, women are among the most involved in and served by co-operative organizations, but among the least likely to hold high-ranking and decision-making roles.

Since co-operatives are exposed to serious competition from the open market and specialized private businesses, it is time to be professional in approach and delivery. Keeping in view the market demand, many co-operatives are hiring qualified CEOs to run the businesses. Moreover, there are a number of women working in senior and middle managerial levels in many co-operatives and a pool of qualified talent is already available. Women CEOs in co-operatives have already proved their mantle.

The quest towards achieving gender equality in decision making in co-operatives begins by looking within. This is ICA-AP’s first attempt to look for ‘Women CEOs’ in the region and find out about their journey to the ‘top job’, to contemplate on why they are almost invisible, what are the challenges and opportunities, and what can be done to tackle the issues.

The Workshop was jointly held by the ICA-AP Committee on Women, ICA-EU Partnership on Co-operatives in Development, the All China Federation of Supply and Marketing Co-operatives (ACFSMC) from April 17 to 19, 2018 in Renaissance Guiyang Hotel, Guiyang, Guizhou Province, China. The participants were women CEOs, Deputy CEOs and Senior Managers from 9 countries (Australia, China, India, Iran, Nepal, Palestine, the Philippines, and Singapore).

¹ Barriers and Bias: The Status of Women in Leadership

² Education at a Glance 2017. OECD INDICATORS

<http://www.oecdilibrary.org/docserver/doi/10.1787/889017041e.pdf?expires=1515558745&id=id&accname=guest&checksum=EB153C02B373A4EAA4B7A6EA3>

³ Women at Work: Trends 2016 - http://www.ilo.org/wcmsp5/groups/public/-/dgreports/-/dcommm/-/publ/documents/publication/wcms_457317.pdf

⁴ Grant Thornton 2016 report Women in Business: Turning Promise into Practice https://www.grantthornton.global/globalassets/wib_turning_promise_into_practice.pdf

⁵ https://percapita.org.au/wp-content/uploads/2017/11/Elizas-Report_Final.pdf



The stage is set for the workshop.

Over the two days of the Workshop, there were three panel discussions on the themes - *The case of the missing women Chief Executives: Breaking down the current scenario of the gender gap in executive leadership of Co-operatives; Gender equality at top management of cooperatives: Women CEOs-seen and heard; and Data leads the way: Strengthening data collection and analysis on the status of female executive leadership in Co-operatives.*

The panel discussions were enriching and useful in providing perspective not only from the point of the CEOs, but also from other participants who spoke about their understanding of the issue, how it affects the female employees in their organizations, and what they have done till now to tackle it. Panel One helped establish the context and the current scenario of the gender gap at the executive level of co-operatives. Panel Two gave the female CEOs an opportunity to not only talk about their stints as CEOs, but also their personal journey till the point of being appointed CEO. Panel Three was a continuation of efforts at mainstreaming collection of gender-disaggregated data, which would assist in formulating policies to bring more women to the top from the mid and low-levels of management in co-operatives.

Day 2 saw group discussion to formulate action points for members and ICA-AP, to further women CEOs in co-operatives. The participants were divided into two groups and after brainstorming, gave the following recommendations. Formulate gender equality policies (including HR policies) in co-operatives to create a diverse and balanced work environment, and to support and actively promote advancement of women across the co-operative ladder. Ongoing and regular collection of data to take stock of the status of executive leadership of women among ICA members; disseminate successful case studies of co-operatives led by women; and create an online portal which will have multiple purposes including uploading HR policies, capacity-building modules on leadership, and space for co-operators to speak with women CEOs for guidance.

PROCEEDINGS FROM THE WORKSHOP

The opening ceremony began with statements from Mr. Zhang Wangshu, Director, International Department, ACFSMC; Mr. Yang Rui, Vice President, ACFSMC; Mr. Xiang Zhongxiong, Deputy Director, Guizhou Provincial Coop; and Mr. Balu Iyer, Regional Director, ICA-AP.

Mr. Yang Rui spoke of the heights achieved by ACFSMC since its inception and attributed its success to President Xi Jinping's leadership and guidance, the hard work and arduous efforts by everyone working in the system, and the important role played by women. ACFSMC has made special organizations at all levels to promote the development of women, taken steps to protect the legal rights of women, conduct training to improve their knowledge and skills in conducting economic activities, management and decision-making. He said that co-operatives at all levels should ensure gender equality in recruitment, training, promotion and sharing of benefits.

Mr. Zhongxiong in his speech welcomed all international and national delegates to the workshop. He said that governments at various levels in Guizhou attach great importance to development of co-operatives. Today, co-operative networks cover almost the entire province and the Guizhou model is being replicated in other areas of the country. He mentioned an old proverb in China, "women hold up half of the sky". Since its establishment, Guizhou Provincial Coop has attached great importance to the work undertaken by women. They have given special care and support for women in their work, study and life, and to create a favourable environment for women to grow.

Mr. Iyer in his opening addressed the question: Why does the workshop matter? He spoke of the 2016 Grant Thornton Report, which stated that one-third (33%) of global businesses had no women in senior management roles, a number which has not changed since 2011. He said that achieving gender parity in leadership is, first and perhaps most important, a matter of fairness. Leaders are powerful, so when women are excluded from top leadership, they are denied power to make a difference in the world. In terms of commendable efforts by co-operatives, he spoke of how co-operatives in the Philippines are required to "promote gender equality and institutionalize Gender and Development (GAD) in policies, programs and other activities of the co-operative." With respect to the Sustainable Development Goals (SDGs), Mr. Iyer hoped that the workshop could look at some of the indicators of SDG 5 (Achieve gender equality and empower all women and girls) and see how we can make them relevant to co-operatives.

The opening ceremony was followed by the session on keynote speeches by Ms. Alexandra Wilson, ICA Global Board member; Dr. Nandini Azad, Acting Chairperson, ICA-AP Committee on Women; and Ms. Liu Ting, Deputy Director-General, ACFSMC; and moderated by Ms. Savitri Singh, Program Director ICA-AP.

Ms. Wilson, in her presentation 'Rising from the bottom...rising to the top', shared that in 2009, 2/3 of working women in Canada (twice the share of men), were employed in the pink ghettos: teaching, nursing and related health fields, clerical and administrative work, retail and service sectors. In Canada, women with children, seek a good education and stay in the paid workforce; however, many women don't aspire to be CEOs, because there aren't many women CEOs. Ms. Wilson stated that if biology is responsible for women's initial inferior status, then culture is the force slowing the advancement of women. She credited technology as the catalyst behind the improvements in status over the last fifty years. She said that many commentators cite a growing body of evidence that firms with more women on their boards and in senior management roles see better organizational and economic results. She urged the audience that at the very least, one must admit that, "Not taking advantage of the skills of highly qualified women constitutes a waste of talent and a loss of economic growth potential."



(L-R) Ms. Alexandra Wilson, Ms. Savitri Singh, Dr. Nandini Azad and Ms. Liu Ting during the keynote speeches

Dr. Nandini Azad, Acting Chairperson, ICA-AP Committee on Women, said that ICA-AP's commitment to gender equality was in line with International Covenants. Among the bottlenecks to gender equality in co-operatives were patriarchal attitudes, socio-cultural norms, lack of provisions in the co-operative by-laws, lack of productive inputs (credit, land, training), educational levels, and limited business experience. In terms of salient strategies to overcome these bottlenecks, Dr. Azad mentioned: capacity building, gender analysis tool to help examine the challenges, assistance with statistical data collection and monitoring and tracking gender equality indicators.

Ms. Liu Ting, Deputy Director-General, ACFSMC, shared that among the 16 departments of ACFSMC, three are headed by women. ACFSMC conducts trainings and visits to pioneer co-operatives to build the knowledge of women members and employees. They have data bases on cooperative women, and conduct visits to women who are sick or on maternity leave. They also focus on the physical well-being of their women employees by conducting sports activities.

Panel 1- The case of the missing women Chief Executives: Breaking down the gender gap in executive leadership of Co-operatives.

Objective

To create awareness on the status of women's participation at the top executive level in co-operatives and the need for 'Political Will' to promote gender equality in decision making.

Moderator

Ms. Christie Rowena C. Plantilla, CEO, Federation of People's Sustainable Development Cooperatives (FPSDC), The Philippines

Speakers

Ms. Savitri Singh, Program Director, ICA-AP

Mr. R.P. Singh, Chairperson, ICA-AP HRD Committee and Director Human Resources and Legal, Indian Farmers Fertilizer Cooperative Limited (in absentia)

Ms. Feng Xia, Vice Chairman, Guizhou Provincial Coop.

Congratulatory statement by Ms. Chitose Arai, Vice Chairperson, ICA-AP (in absentia)

Ms. Azadeh Ashoori, Board Member, Rah-E-Roshd Cooperative, Iran



(L-R) Ms. Azadeh Ashoori, Ms. Christie Plantilla & Ms. Savitri Singh

Ms. Singh began her presentation by giving an overview of the background, objectives and intended outcomes of the workshop. She said that out of 98 ICA members from 30 countries of the Asia Pacific region, only 9 have women CEOs. She highlighted the relevant international declarations and policies that encourage gender equality in leadership of co-operatives. ILO Recommendation no.193 (7.3) states that “Special consideration should be given to increasing women’s participation in the co-operative movement at all levels, particularly at management and leadership levels.” Ms. Singh spoke of efforts undertaken by the ICA-AP Committee on Women - research, training of trainers, Regional Women’s Forum, etc. which have contributed to promote gender equality. She emphasised on the need to introduce and adopt gender equal HRD and recruitment policies.

Mr. R.P. Singh’s presentation shed light on the status of laws and co-operatives within India. He said that “Cooperative” is a subject listed in the State List; hence cooperatives are regulated by respective State Governments. The 97th Amendment to the Constitution of India (2011) makes provision for reservation of two seats for women on the board of Cooperative Societies. In terms of measures to eliminate the gender gap in the executive leadership of co-operatives, he highlighted the following: HR policies, perception of top management, encourage women to pursue higher goals and become role models for others. He added that at the international level, concerted effort by United Nations, ICA and leading co-operatives to champion gender equality (SDG-5) will yield positive results.

Ms. Feng Xia spoke of the main practices guiding her organization, Guizhou Provincial Coop, vis-à-vis gender equality. These included: focusing on training and practices to improve overall qualities of female officials, putting in place a sound system to ensure proper selection of female officials, and fostering a strong atmosphere to select female officials. She gave examples of successful member co-operatives run by women. She spoke of the important initiatives to develop women leadership in co-operatives - establish distinctive women associations in rural areas, foster cooperative culture, encourage mutual assistance among female members and raise their awareness of independence, unity and self-worth; adopt supportive policies and measures for land use, capital and technology to give greater support to women co-ops and encourage women to start their own businesses; and build platforms for female officials through multiple channels, and give policy support to women employees in organizational structures.

In her congratulatory message, Ms. Chitose Arai, Vice Chairperson of the ICA-AP Board and Vice-President of the Japanese Consumer Co-operative Union (JCCU) spoke of how, in 2015, JCCU examined the achievements and the future direction of work on gender equality. JCCU noticed that the issues emerging were – balancing work and nursing care and work and childcare; growing aging population and increasing double-income households. JCCU’s aim is to ensure women account for at least 20% of all executives by the end 2020 and to see that half of the new

graduates who join JCCU are women. Regarding non-regular employees, JCCU will expand its efforts to develop their capacity, promote them to regular positions, and enhance educational systems. JCCU will train employees on building a career while balancing work and family responsibilities. She spoke briefly about the important role played by the ICA-AP Committee on Women and touched on the Training of Trainers Manual designed in collaboration with ILO, and the Resource Guide for Advanced Training of Co-operatives on Entrepreneurship development of women.

Panel 2–Gender equality at top management of cooperatives: Women CEOs seen and heard

Objective

To reflect on co-operative governance practices in the Asia and Pacific region and its impact on the gender gap in decision-making, identify gaps; and how they can be redressed.

Moderator

Mr. Balu Iyer, Regional Director, ICA-AP

Speakers

Ms. Dolly Goh, CEO, Singapore National Cooperative Federation Ltd. (SNCF), Singapore

Ms. Elenita V. Sanroque, CEO, Association of Asian Confederation of Credit Unions (ACCU), Thailand

Ms. Karuna de Silva, CEO, National Cooperative Council of Sri Lanka (NCCSL), Sri Lanka

Ms. Christie Rowena Plantilla, CEO, Federation of People’s Sustainable Development Cooperatives (FPSDC), The Philippines

Ms. Adleen Karajah, Executive Director, Palestinian Agricultural Cooperative Union (PACU), Palestine



(L-R) Mr. Balulyer, Ms. Karuna de Silva, Ms. ElenitaSanroque& Ms. Dolly Goh

Ms. Goh began her presentation with some hard-hitting statistics. Amongst developed countries/ regions like Australia, EU and the US; Singapore had the lowest female CEO presence at 4.3%, a figure that has fallen over the past few years. She said that there are fewer women CEOs universally for a variety of reasons: women are held to higher standards and HR polices hurt their prospects; and women bosses tend not to promote women to C-level positions. In terms of actions that can be taken to rectify the gender disparity in leadership she suggested the need for co-operatives to be more professional to attract talent; merge to leverage economy of scale in order to focus on quality than quantity; and to involve men as ambassadors to champion the cause.

Ms. Sanroque, shared her personal journey to the CEO position of ACCU which was a result of the gender sensitive succession plan and encouragement of the Board. She spoke of the 'confidence gap' and the 'co-operative approach' of combining economic and political aspects for empowerment of women. In order to empower women, it is necessary to include gender equality policies, provide fair and equal treatment, ensure education and professional development, accelerate business growth and measure and report on the progress made. She drew attention to the 'Global Women's Leadership Network' which 'provides women working in co-operatives the opportunity and resources to make a measurable difference in each other's lives, in the lives of members, and in communities'. She said that a similar network could be established in Asia as well.

Ms. Karuna de Silva presented the status of women's representation in different fields of study and employment in Sri Lanka. She said that in co-operatives over 65% of the membership is comprised of women, but less than 20% women sit on the Boards /committees/ decision-making bodies. Even at the mid-management level, one can find less than 35% women executives and managers. According to Ms. De Silva, among the reasons for fewer women in leadership positions are the reluctance to take on challenges, fear of working with a male dominated Board, and lack of special legal provision to promote women leaders in co-operative management. She said that with the support of WeEffect they are working on a 5-year project (2018-2022) to promote gender equality and good governance among Sri Lanka cooperatives. Among the things they are working on are developing a national level gender policy as well as changing provincial acts; changing by-laws of district co-operative councils to give more room for women in the Board of Directors (at least 30%).

Ms. Christie Plantilla enlightened the audience with a timeline of how legislations and policies developed over time to support gender equality in the Philippines. In 2015, out of 53,447 registered co-operative board members, 21,336 are women. The Cooperative Development Authority (CDA) set the guidelines to assist co-operatives in implementing concrete actions toward GAD mainstreaming. Furthermore, CDA mandated the creation, appointment and establishment of the following GAD mainstreaming mechanisms and instruments: GAD Committee, GAD Education and Training Programs and GAD Support Systems and Services. She shared her personal experience as a woman CEO serving for a long time because she received full support and cooperation from the Board.

Ms. Adleen Karajah presented the stark gender gap in co-operatives in Palestine. Out of the 47,748 co-operative members, 73% are men and 27% women; and on the Boards there are 80% men and 20% women. The problems faced by women in the Palestinian co-operative movement include, work environment which isn't enabling and is structurally fragile; continuous Israeli violations including security and military measures, that limit economic development; low women's participation in public and political life. As a young leader herself, she faced resistance not only because of her gender but also her age. She succeeded with the support of the President of the co-operative who had trust and confidence in her ability. She said it was mandatory to propagate success stories of women co-operative leaders to encourage other women to take lead.

Panel 3- Data leads the way: strengthening data collection and analysis on the status of female executive leadership in co-operatives

Objective

To share work undertaken on building strong databases on the theme of the workshop and encourage co-operatives to inculcate data as an important part of efforts to promote gender equality in leadership.

Moderator

Dr. Nandini Azad, Acting Chairperson, ICA-AP Committee on Women

Speakers

Ms. Alexandra Hordern, Business Council of Co-operatives and Mutuals (BCCM), Australia

Mr. Tim Zachernuk, Chair of Committee for the Promotion of Chinese Industrial Co-operatives (ICIC), China

Ms. Chitra Kumari Subba, National Cooperative Federation, Nepal (NCFN)

Ms. Chow Fong Leng, Treasurer, Straits Times Co-operative, Singapore
 Ms. Meena Pokhrel, Nepal Agricultural Coop Central Federation Limited (NACCFL), Nepal



(L-R) Mr. Crook, Ms. Hordern, Dr. Azad, Ms. Leng and Ms. Subba during the Panel discussion.

Dr. Azad briefed the participants about the study that was undertaken by the ICA-AP committee on Women titled, 'Gender is more than a statistic: Status of Women in Co-operatives in the Asia-Pacific Region'. The ICA-AP ICPRD study of 26 countries highlighted interesting data, facts and successful case studies. The Study found that in the apexes, there were 10% women chairpersons, 18% vice-chairpersons, and 23% members on the Board. Most respondents (79%) did not collect gender disaggregated data due to lack of skills and resources. Even the rest (21%), collected information to comply with legal provisions. The measures adopted by respondent organizations towards enhancing capacities and leadership roles included: quotas in management (8%), positive discrimination (6%), special budget funding (5%), gender sensitization of leaders and members (26%), awareness programs (18%), leadership training and skill development (20%), and work related practices (flexible work hours and provisions of child care (14%)).

Ms. Hordern spoke about the 'Eliza Project', which was a joint research project undertaken by the BCCM and Per Capita in 2016. The goal was to undertake research into gender diversity and inclusion in the Co-operative and Mutual Enterprises (CME) sector in Australia. This was following research published by the International Labour Organisation (ILO) in 2015 into women's empowerment and gender equality in the co-operative movement. There were striking similarities between the findings of the ILO study and the Eliza project. Of the CMEs that were studied, only 3% had women CEOs. At the non-managerial level, there were two significant findings: segregation of work along gender lines and women outnumbering men as full-time professionals. The steps recommended to be taken to ready women to take up leadership roles were - flexible work hours, sponsoring in place of just mentoring, and leadership training.

Mr. Zachernuk reflected on the interests and efforts towards gender equality in co-operatives in China. There hasn't been much emphasis laid on gender-disaggregated data reporting. A 2015 World Bank survey of 107 co-operatives showed that there 10.3% (11) chairpersons were women, 16.7% of board members were women, and women accounted for 17.5% of membership. He gave the example of the Renshou Qingjian Cooperative, where 50% members are women and occupy 33% of leadership. The co-operatives have established a women's department and their charter stipulates women representation on the Board. In terms of challenges posed, Mr. Zachernuk cited deep-seated patriarchal bias, governance practices and feminization of agriculture. In agriculture co-operatives, women tend to do low-value activities (picking, sorting, packing) while men are in high-value activities (marketing).

Ms. Subba stated that updated data helps co-operatives to design future plans. But the fact remains that it is hard to get authentic sex disaggregated data from co-operatives. The Department of Cooperatives under the Ministry publishes data of the sector on an annual basis, but, collection of disaggregated data of executive leadership is not a priority. NCFN has been advocating with the government and development agencies to maintain comprehensive disaggregated data of cooperatives. As a result, the Ministry of Cooperatives recently developed and piloted the Cooperatives and Poverty Related Management Information System (CoPOMIS) in close coordination with NCFN. The system tracks comprehensive data of co-operatives including sex disaggregated data. NCF biannually tries to obtain disaggregated data of men and women employees, board members and executive leaderships from its member organizations.

Ms. Chow Leng shared that in her organization, Straits Times Coop, there are 40% women members and 70% of their board is comprised of women. This is in sharp contrast to the numbers in Singapore's co-operatives, where only 20% women are present on the Boards. Ms. Leng spoke of how in her tenure as Treasurer and Chairperson, the total assets of the co-operative rose from \$7 million to \$73 million, and a large part of tracking that progress came from the meticulous data systems they maintain. They keep track of investments made both by men and women members, disaggregated further by age. Keeping such rigorous data handy, will help in formulating policies on gender equality, HR etc.

Ms. Pokhrel in her presentation said that in 2015, NACCFL developed its monitoring and evaluation database system. The system helps them place volunteers, identify potential women members for training, and organize various types of programs. NACCFL has also been working towards translating the targets given under SDG 5 (Gender Equality) to cater to the needs of their members. As an example, for target 5.1 - End all forms of discrimination against all women and girls everywhere; NACCFL's strategy is to include at least 50% participation of women in trainings. This will have a cascading effect and result in decrease in domestic violence, enhance entrepreneurship skills of women members, and give them easy access to loans. In terms of future strategies, NACCFL hopes to increase women led institutions by 75%, make it compulsory to have at least 50% women participating in training programs, and have at least 50% staff as women.

After the last panel discussion, the participants were divided into two groups, and were asked to brainstorm and produce short and long term strategies, both for ICA-AP and for their organizations, to achieve gender equality in their leadership. The first group recommended conducting a Survey about the current status of gender equality in co-operative leadership, in the short term. In the long-term, both male and female employees should be given trainings on gender sensitization. ICA-AP is expected to prepare a survey form, which will then be sent to the membership for their feedback, before it gets finalized. The second group suggested creating an online portal (with ICA-AP taking the lead) in the short term, which will have multiple purposes including uploading HR policies, capacity-building modules on leadership, and become a space for co-operators to speak with women CEOs for guidance. In the long-term, co-operatives should formulate gender equality policies (including HR policies) to create a diverse and balanced work environment, and to support and actively promote advancement of women across the co-operative ladder. disseminate successful case studies of co-operatives led by women.

CONCLUSION AND RECOMMENDATIONS FROM THE WORKSHOP DISCUSSIONS

1. Identify and address gaps in organisational policy on gender equality in management and leadership, recruitment, promotion, succession plan, benefits and other areas developed with a gender equality lens. ACCU can be taken as case for study where the Board identified, mentored and trained the female manager to take up the position of a CEO.
2. Need to focus, involve, sensitise and capacitate male leaders to drop a patriarchal mindset, recognise potential of women and support them to take up leadership positions. The Board of FPSDC, The Philippines and PACU, Palestine supported their women CEO to perform.
3. Professionalise the co-operative movement to attract talent.
4. Develop National Gender Policies in the co-operative movement. The policies of the Philippines and Sri Lanka can be taken as models for adoption by others.
5. Mentoring of women managers to take up senior positions. There should be a system in place to focus on women staff and managers and build their capacity.
6. Time-bound plan in place to promote more women to the executive cadre.
7. Women CEOs should take responsibility of mentoring women managers and recruiting women CEOs.
8. ICA-AP should create programs for mentoring women and create an online portal/platform for mentoring and capacity building, share case studies, and data monitoring tools.

ANNEXURE 1 PROGRAM SCHEDULE

MONDAY, APRIL 16, 2018	
Arrival and Registration of Participants	
TUESDAY, APRIL 17, 2018 : OPENING	
RE-IMAGINE	<p><u>Welcome Address</u></p> <p>0900-0905 Introduction of guests by Mr. Zhang Wangshu, 0905-0915 Mr. Xiang Zhongxiong, Vice Chairman, Guizhou Provincial Coop 0915-0925 Mr. Balu Iyer, Regional Director, ICA-AP 0925-0935 Mr. Yang Rui, Vice President of ACFSMC</p> <p>0935-0950 Group Photo</p> <p>0950-1000 <u>Tea Break</u></p> <p><u>Welcome Notes</u></p> <p>1010-1030 Ms. Savitri Singh, Program Director, ICA-AP (Moderator) Mrs. Alexandra Wilson, ICA Global Board Member & CEO of the Agency for Co-operative Housing, Canada 1030-1045 Dr. Nandini Azad, Acting Chairperson, ICA-AP Committee on Women 1045-1100 Ms. Liu Ting, Deputy Director-General, International Department, ACFSMC</p>
	<p><i>Panel 1—The case of the missing women Chief Executives: Breaking down the current scenario of the gender gap in executive leadership of Co-operatives</i></p> <p><u>Objective</u></p> <p>1100-1235 To create awareness on the status of women’s participation at the top executive level in co-operatives and the need for ‘Political Will’ to promote gender equality in decision making.</p> <p>13 minutes per speaker</p> <p><u>Moderator:</u> Ms. Christie Rowena C. Plantilla, Chief Executive Officer Federation of People’s Sustainable Development Cooperatives (FPSDC)</p> <p>15 minutes for Q&A</p> <p><u>Speakers</u></p> <ol style="list-style-type: none"> 1. Ms. Savitri Singh, Program Director, ICA Asia and Pacific 2. Mr. R.P. Singh, Chairperson, ICA-APHRD Committee and Director Human Resources and Legal, Indian Farmers Fertilizer Cooperative Limited (in absentia) 3. Ms. Feng Xia, Vice Chairman, Guizhou Provincial Coop. 4. Congratulatory message by Ms. Chitose Arai, Vice Chairperson, ICA-AP (in absentia) 5. Ms. Azadeh Ashoori, Board Member, Rah-E-Roshd Cooperative, Iran
	1235-1330 LUNCH BREAK

	<p>1330-1505</p> <p>15minutes per speaker</p> <p>15 minutes for Q&A</p> <p>15 minutes for moderator to introduce the session & speakers and summarize the discussions</p>	<p><i>Panel 2—Gender equality at top management of cooperatives: Women CEOs-seen and heard</i></p> <p><u>Objective</u> To reflect on co-operative governance practices in the Asia and Pacific region and its impact on gender gap in decision making, identify gaps, and how it can be redressed</p> <p><u>Moderator:</u>— Mr. Balu Iyer, Regional Director, ICA-AP</p> <p><u>Speakers</u></p> <ol style="list-style-type: none"> 1. Ms. Dolly Goh, CEO, SNCF, Singapore 2. Ms. Elenita V. San Roque, CEO, Association of Asian Confederation of Credit Unions (ACCU),Thailand 3. Ms. Karuna de Silva, CEO, National Cooperative Council of Sri Lanka(NCCSL) 4. Ms. Christie Rowena C. Plantilla, CEO, Federation of People’s Sustainable Development Cooperatives (FPSDC) 5. Ms. Adleen Karajah, Executive Director, Palestinian Agricultural Cooperative Union(PACU)
1505–1520 TEA BREAK		
RE-WORK	<p>1520-1620 Group work</p> <p>1620-1720 Presentation of Group work, Q&A and end of the day</p>	<p><i>Group Work 1—Formulate concrete action points/guidelines for co-operatives to adopt human resource development policies to narrow the gender gap in senior management and decision making levels</i></p> <p><u>Methodology (participants will be divided into 2 groups,1hour for discussion)</u>We will use the fish-bowl method of group discussion for this session. A maximum of six people sitting in a circle, with the rest of the participants sitting around them as observers. The six people are expected to speak on the subject, and once they’re done with giving ideas, they will be replaced by six other participants who were observing in the previous round.</p> <p><u>Facilitators:</u> Ms. Chitra Kumari Subba, National Cooperative Federation of Nepal, and Ms. Anam Mittra, Communication Officer, ICA-AP</p>
WEDNESDAY 18 APRIL 2018		
	<p>0900(15 minutes)</p>	<p>Re-cap of Day1 by Ms. Anam Mittra, ICA-AP</p>

RE-SHAPE	1045-1100 TEA BREAK
	<p>0915-1045 15minutes per speaker</p> <p>15 minutes for Q&A</p> <p>15 minutes for moderator to introduce the session & speakers and summarize the discussions</p>
<p><i>Panel 3–Data leads the way: Strengthening data collection and analysis on the status of female executive leadership in Co-operatives</i></p> <p><u>Objective</u> To share existing work undertaken on building strong databases on the theme of the workshop, and encourage co-operative organizations to inculcate data as an important accompaniment to all endeavours aimed at promoting gender equality in their leadership.</p> <p><u>Moderator:</u> Dr. Nandini Azad, Acting Chairperson, ICA-AP Committee on Women</p> <p><u>Speakers</u></p> <ol style="list-style-type: none"> 1. Ms. Alexandra Hordern, Business Council of Co-operatives and Mutuals (BCCM), Australia 2. Mr. Tim Zachernuk, Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC), China 3. Ms. Chitra Kumari Subba, National Cooperative Federation (NCF), Nepal 4. Ms. Chow Fong Leng, Straits Times Coop, Singapore 5. Ms. Meena Pokhrel, Nepal Agricultural Coop Central Federation (NACCF), Nepal. 	
1300-1400 LUNCH BREAK	
<p>1100-1215 Group work</p> <p>1215-1300 Presentation of Group work and Q&A</p>	<p><i>Group Work 2-Action plan for ICA-AP and its members to monitor and evaluate progress And recommendations from the workshop</i></p> <p>Facilitators: Ms. Elenita V. San Roque, CEO, ACCU, Thailand, and Ms. Elsie Remonte, Operations Manager, Philippines Cooperative Centre, the Philippines</p>
1400-1500	<p><u>Workshop report and recommendations</u></p> <p>Savitri Singh, ICA-AP</p> <p><u>Closing address</u></p> <p>Mr. Balu Iyer, ICA-AP</p> <p><u>Vote of thanks</u></p> <p>Anam Mittra</p>
THURSDAY, APRIL 19, 2018	
<p>0830-0930</p> <p>0930-1130</p> <p>1130-1230</p> <p>1230-1600</p> <p>1600-1800</p>	<p>Big Data Center</p> <p>Pingba E-Commerce Operation Center of guinong360.com</p> <p>LUNCH BREAK</p> <p>Huangguoshu Waterfall</p> <p>Return to Hotel</p>

	FRIDAY, APRIL 20, 2018
	Departure to home country

ANNEXURE 2

LIST OF SPEAKERS AND PROFILES



Ms. Alexandra Wilson, ICA Global Board Member & CEO, Agency for Co-operative Housing

Ms. Wilson has spent more than 40 years developing and providing services to housing co-operatives in Canada. CEO of the Agency for Co-operative Housing since 2005, she is a director of the Funeral Co-operative of Ottawa and vice chair and chair of the Risk Committee of The Co-operators, a large multi-line insurer. Three years' service with the Canadian Co-operative Association's international affairs unit gave her a strong appreciation of the international movement.



Dr. Nandini Azad, Acting Chairperson, ICA-AP Committee on Women

Dr. Azad is a senior women leader in the cooperative movement. She is currently the special invitee on gender diversity to the International Raiffeison Union board. An elected President of the Indian Cooperative Network for Women with a membership of over 5,00,000 poor women in the informal sector. A member of the National Cooperative Union of India's Women's Empowerment Committee, she is a board member of the National Women's Credit Fund (Ministry of Women, Govt of India) and Chairperson of its Revitalization Committee.



Mr. Balu Iyer, Regional Director, ICA Asia and Pacific

Mr. Iyer has over 25 years' experience managing international development operations and overseeing multiple country offices including experience building new offices from the ground up. Mr. Iyer worked in India in co-operative development before moving abroad to work on Asian regional concerns for overseas agencies, and in particular in Afghanistan, Bangladesh, India, Korea, Mongolia, Nepal, Pakistan, the Philippines, and Sri Lanka. He has worked with the Aga Khan Rural Support Program, ActionAid India, International Development Exchange and the Asia Foundation.



Ms. Savitri Singh, Program Director, ICA Asia and Pacific

Ms. Singh has more than 25 years of experience working with national and international co-operative organisations in various capacities. In ICA-AP, she worked as Advisor-Gender Program and Communication and currently is Program Director responsible for policy and development programs. Prior to joining ICA Regional Office, she worked as deputy Manager, Commercial, HRD, Vigilance and Public Relations in Tribal Co-operative Marketing Federation of India (TRIFED) under Ministry of Social Welfare, Govt. of India and as Deputy Director in-charge of International Relations and Women Co-operative Development Project division of the National Co-operative Union of India (NCUI).



Ms. Christie Rowena Plantilla, CEO, FPSDC, The Philippines

Ms. Plantilla is the CEO of the Federation of Peoples' Sustainable Development Cooperative (FPSDC). Ms. Plantilla oversees multiple concerns within the organization including governance, organization management, program development, resource mobilization and networking. At present she is the Executive Committee Member of the Board of Directors, at the Philippine Co-operative Center (PCC), and the chairperson of the ASEAN Solidarity Economy Council (ASEC), Philippines.



Ms. Chitose Arai, Vice Chairperson, ICA-AP (in absentia)

Ms. Arai serves as the Vice President of the Japanese Consumers' Cooperative Union (JCCU) since 2015. Ms. Arai is also the chairperson of Co-op Mirai, the biggest consumer co-op in Japan. She was elected as a board member of Co-op Mirai in 2013 when Saitama co-op merged with Co-op Tokyo and Chiba Co-op to Co-op Mirai. Prior to the merger, she was elected as a Board member of Saitama Co-op in 2005 and served for 8 years.



Mr. R.P. Singh, Chairperson, ICA-AP HRD Committee (in absentia)

Mr. R. P. Singh is presently the Director (HR & Legal) at the IFFCO Head Office, New Delhi. He has contributed significantly in finalizing long term settlements with Unions, Personnel & HR Policy review and implementation of HRMS as well as in diversification of IFFCO through new ventures / acquisitions. Prior to joining IFFCO, he worked in Pyrites Phosphates & Chemicals Ltd. (PPCL) in various capacities in P&A/HR Department from July 1978 to May 1996.



Ms. Dolly Goh, CEO, SNCF, Singapore

Ms. Goh brings with her many years of experience from the private sector where she was the President and Managing Director of Asia Pacific Region of a listed company. Her experience spans across varied cultures and many countries, working for and/or as director of boards of American, British, Japanese, Indian multi-national corporations and local companies. In 2005, Ms. Goh decided to leave the private sector to dedicate her time in the not-for-profit sector. She joined one of Singapore's largest charities as Chief Executive Officer.



Ms. Elenita San Roque, CEO, ACCU, Thailand

Ms. San Roque has extensively worked in developing programs in response to the challenges of credit unions in Asia. The 22 credit union business solutions are some of the achievements of ACCU wherein Leni has dedicated much of her time. She received the I-CUDE (International Credit Union Development Educator) designation given by the World Council of Credit Unions. She received the 2016 Athena Award from the Global Women Leadership Network (GWLN) to recognize her significant accomplishments for bringing women in Asia increased access to financial services.



Ms. Adleen Karajah, Executive Director, PACU, Palestine

Ms. Karajah is the executive Director at the Palestinian Agricultural Cooperative Union. She was hired at the union in November 2015. Since then her motivation and mission is to strengthen the union capacity to enable it to provide services for its member's coops. She has worked in the non-profit sector for almost 10 years, and for the cooperative sector in specific for two and a half years. Through this short experience, she has understood the importance of cooperative work in the development of the communities. Her aim is further devote her work in the development of the cooperative sector in Palestine.



Ms. Alexandra Hordern, Corporate Affairs Manager, BCCM, Australia

Alexandra Hordern is the Head of Corporate Affairs at the Business Council of Co-operatives and Mutuals, having returned to the sector following a period of time working in a federal cabinet Minister's office. Alexandra has previously worked with the BCCM in roles that covered advocacy, member engagement and strategic advisory, and contributed to the successful establishment of a Senate Inquiry into the contribution of the sector. Prior to her work with the co-operative sector, Alexandra has held roles in the higher education sector, in property law, the federal public service, and as a senior sales agent at a boutique real estate firm.



Mr. Tim Zachernuk, International Deputy Chair, ICCIC, China

Originally from Canada, since 1995 Mr. Zachernuk has been working in different parts of China on a variety of poverty alleviation and rural development projects. Working as Co-Director of a rural, multi-sectoral poverty alleviation project in Anhui province between 1999 and 2004 he recognized the great potential for farmer organizations to contribute to the elimination of poverty in a sustainable way. Since then he has worked in a variety of roles to support the development and strengthening of farmer organizations and, since 2007, to support farmer cooperatives. He joined Gung Ho in 2006.



Ms. Chitra Kumari Subba, Acting General Manager, NCF, Nepal

Ms. Subba Joined NCF/N in 1995 and served for more than 22 Years in different capacities. She has been the Secretary of the Women Development Sub-committee of NCF/N. she was Involved as a trainer in the diverse cooperative training programs and as a paper presenter. The Chief Editor of the Monthly Newspaper "Sahakari Sandesh" publishing by NCF/N on behalf of the Cooperative Movement of Nepal. She has also participated in a number of national and international cooperative programs representing the Nepalese Cooperative Movement.



Ms. Chow Fong Leng, Treasurer, Straits Times Coop, Singapore

Ms. Fong Leng is trained as an Architect and practiced for 8 years. She left her profession for a corporate job with Singapore Press Holdings. In 1998, she was appointed as Chairman of the Straits Times Co-operative and had held the position for 17 years before she retired from her corporate job. Her experience in investments has helped the Co-operative's total assets to grow from \$7.5M in 1998 to \$73.3M in 2017.



Ms. Meena Pokhrel, Senior Program Manager, NACCFL, Nepal

Ms. Pokhrel is a Senior Program Manager, Nepal Agricultural Cooperative Central Federation Limited (NACCFL). She has expertise in more than 20 years of successful and progressive project planning /management/ implementation/ monitoring and evaluation experience on cooperative ,agriculture ,energy, value chain and agro cooperative, organizational and system development, livelihoods improvement; gender and social inclusion.