14TH INTERNATIONAL CO-OPERATIVE ALLIANCE ASIA-PACIFIC RESEARCH CONFERENCE

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

Co-operation among co-operatives and mutuals in the Asia-Pacific Region – towards a flourishing and sustainable future.

12th - 14th December 2019
NEWCASTLE, AUSTRALIA

BUSINESS COUNCIL OF CO-OPERATIVES AND MUTUALS

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International Co-operative Alliance Asia and Pacific

SUSTAINABLE DEVELOPMENT GOALS

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Preface

The University of Newcastle, Faculty of Business and Law hosted the 14th ICA Asia-Pacific Research Conference on12th to 14th December 2019. The conference theme: "The contribution that co-operation and knowledge sharing among cooperatives and mutuals in the Asia-Pacific region can make towards a flourishing and sustainable future" is well aligned to the University's strategic goal to pursue opportunities for partnerships and engagement in the Asia Pacific Region across business and government.

The conference welcomed more than 100 participants from across the Asia Pacific including Fiji, India, Indonesia, Japan, Kiribati, South Korea, Malaysia, Nepal, New Zealand, and Timor Leste. Participants from academia, industry and community came with a generous co-operative spirit and willingness to share experiences and develop new networks around co-operative research and education. The conference addressed the following issues:

- Cooperatives, sustainability, resilience, and regional development
- Legal and institutional parameters and barriers to co-operative growth
- Data and measurement for improved co-op performance, impact, and accountability
- Empowerment of women, youth, and indigenous communities
- Strengthening co-operative advantage using value and supply chains
- Worker co-operatives and decent work
- Gender equality in co-operative governance
- Co-operative capital, finance, and banking
- Co-operation among co-operatives
- Platform Co-operatives
- Co-operative delivery of public services and co-operative education
- New models and innovations in agricultural co-ops

The keynote speakers set the tone of the conference as warm and welcoming. Ms. Melina Morrison, CEO of the Business Council of Cooperatives and Mutuals (BCCM) in Australia referred to the co-operative traditions of 'co-operation among co-operatives' in her opening keynote address on "Opportunities for Advancing the Co-operative Sector through Collaboration among Co-operatives" and Professor Greg Patmore, Emeritus Professor of Business and Labour History in the School of Business, University of Sydney in the second keynote provided an update on the ARC research project, "The Past, Present and Future of Co-operatives: Visual Atlas of Australian Co-operative History". His presentation touching on Newcastle, a city with a deep co-operative history as the home of the Southern Hemisphere's largest consumer co-op, the 'Co-op Store' with almost 100,000 members in its heyday in 1970. Newcastle is also the home of large mutual banks, Newcastle Permanent and Greater Bank, and the successful manufacturing industry network, HunterNet and agricultural co-operatives, Commercial Fishermen's Co-op. These enterprises have protected local jobs and championed collaborative approaches to doing business in the Hunter region.

The conference integrated both academic and practitioner perspectives in four industry panels covering diverse topics:

1. The role of co-operatives in regional development

2. Innovative solutions for contemporary issues including waste, energy and poverty,
3. Co-operation in education with our Pacific island neighbours,
4. Dairy co-operatives, new challenges and sustainable economic development.

A highlight of the conference proceedings was the Young Scholars event held on Day 1. The event provided young co-operative researchers with an opportunity to be mentored by senior academics who were willing to share their experiences researching and publishing in areas related to co-operatives.

Our conference program was a tribute to the support we received from the Faculty of Business and Law, ICA-AP, and the Business Council for Co-operatives and Mutuals and our wonderful colleagues, young scholars and friends who helped us to build a varied and rich program for the 3-day event.

We hope that you agree that the included compendium of conference abstracts provides us with good reason to be optimistic about the future of co-operative research and opportunities for collaboration among scholars and practitioners in the Asia and pacific region.

Local organising committee: Professor Morris Altman, Dr Sidsel Grimstad, and Ann Apps

Organising Committee 14th ICA AP Co-operative Research Conference

Professor Morris Altman	University of Dundee, Scotland
Dr. Sidsel Grimstad	University of Newcastle, NSW, Australia
Ms. Ann Apps	University of Newcastle, NSW, Australia
Mr. Balasubramanian Iyer	ICA-AP
Mr. Mohit Dave	ICA-AP
Dr. Akira Kurimoto	Chair, ICA-AP Research Committee
Dr. Emi Do	Young Scholar's Institute

Acknowledgements

The local organizing committee would like to acknowledge the support and assistance received from Dr. Akira Kurimoto, Director for the ICA Asia Pacific Cooperative Research Committee together with ICA-Asia Pacific Regional Director, Mr. Balasubramanian Iyer and executive officer Mr. Mohit Dave in helping us to facilitate a very successful conference.

We are also grateful for the generous contributions of those involved in the Early Career Researcher (ECR)/Young Scholars program which included 30 ECR participants. Dr. Emi Do representing the YSI, Mohit Dave from ICA AP and the University of Newcastle were together able to provide financial support for travel and accommodation for 4 ECRs from the Asia Pacific region to attend the ECR workshop and conference. The University of Newcastle also supported the Young Scholars workshop by funding catering for the day. We are grateful for the financial support received by the Deputy Vice-Chancellor (Research and Innovation) Professor Kevin Hall for financial support to organise the ECR Workshop. The ECR program was also supported by our academic colleagues who were generous in giving their time to participate in the workshop and to mentor ECRs who had submitted a full paper. We would especially like to thank:

Professor Olivera Marjanovic	University of Technology Sydney, Australia
Professor Tony Webster	Northumbria University, UK
Professor Morris Altman	University of Dundee, Scotland
Professor Branka Krivokapic-Skoko	Charles Sturt University, Australia
Dr. Paul Thambar	Monash University, Australia

This conference could not have been organised without the substantial support from professional staff at the Faculty of Business and Law at the University of Newcastle. We wish to thank Kate Ramzan (Associate Director, Faculty Services), Debby Hicks (administration of conference participants, online registration, and support on the day), Adrian Zaslona (Web design, IT support and Video recording), Melissa Coad (Promotion, program design and catering). We are also grateful for the Professor Jim Jose, Acting PVC, Faculty of Business and Law for opening the conference. We are also very grateful to the staff and students who volunteered and helped us to avoid many last-minute calamities! Mrs. Ingrid Barnes, Mr. Thomas Levick, Ms. Ha Thi Ngan Nguyen, Ms. Thi Minh Hai Nguyen, Ms. Ana Paula Rengel Goncalves and Ms. Hannah Williams.

Greetings from the Regional Director, ICA-AP, Mr. Balasubramanian Iyer

It was a delight to have the 14th ICA-AP Research Conference at the Newcastle Business School at the University of New Castle! Newcastle has a deep history as an early home to the Australian consumer cooperatives, a significant centre of Australian mutuals and a place which respects the Awabakal and Worimi peoples, the traditional custodians of the areas land and waters.

The ICA-AP annual research conference brings together young scholars, researchers and academicians from across the Asia Pacific region and contributes to building the repository of cooperative knowledge. This year's conference had researchers from 12 countries showcase the contribution that cooperation and knowledge sharing among cooperatives and mutual can make towards a flourishing and sustainable future. The conference was also unique in that it featured the first Young Scholars Workshop and the Second ICA-AP Pacific Forum. On the sidelines, researchers representing the Asia-Pacific Cooperative Research Partnership finalized the details of the book, "Waking the Asian Pacific Co-operative Potential!"

We are grateful to Dr. Sidsel Grimstad, Ms. Ann Apps and Dr. Morris Altman and the University of Newcastle for hosting the conference, despite the bushfires; making impeccable arrangements and ensuring we had a memorable experience!

Greetings from the Director of ICA-AP Committee on Co-operative Research, Dr. Akira Kurimoto,

The ICA Committee on Co-operative Research for Asia and the Pacific was born in 1998 and has organised biennial/annual research conferences since 2000. Its Constitution reads: "The overall aim of the Committee shall be to promote and support the initiation and furtherance of research activities within co-operatives and research organizations at regional, national and local levels, so as to enhance their social and economic effectiveness". As such, its mission is to provide liaison between co-operatives and academics. It seeks to build a co-operative scholarship in the region since researchers have by and large isolated each other or from co-operative practices.

So, a few researchers set up Asia Pacific Co-operative Research Partnership (APCRP) as a voluntary group to further co-operative research in the region in 2014 and realized the publication of the book "Waking the Asian Pacific Co-operative Potential" from Elsevier, Oxford this June. It was contributed by 34 academics of Asian Pacific region. The purpose of this book is to provide a review of how co-operatives across the region have overcome difficulties, succeeded, but also failed, and point the way to the renaissance in cooperative research and analysis. This book offers a thoughtful and well-researched account on how the co-operative model works and what it can contribute to the sustainable development of economy, society, and environment. It makes known to the international community the extraordinary successful co-operatives in Asia and Pacific - many of which are not known in the 'West' and, indeed, amongst many in the 'East'.

Keynote speakers

CEO Melina Morrison, The Business Council for Co-operatives and Mutuals

The opening keynote address on day one was delivered by Ms. Melina Morrison, CEO of the Business Council for Cooperatives and Mutuals on the theme "Opportunities for advancing the cooperative sector through collaboration among cooperatives".

Australia has about 2000 co-operative and mutual enterprises (CMEs) representing some of the largest businesses in sectors such as Banking and Finance, Insurance and Agriculture to Housing, Health and Motoring. The sector has more than 31.9 active memberships, and a combined turnover of AUD$104 billion, offering direct employment to more than 61,000 people. While CMEs have a large impact on the Australian economy, there is still substantial lack of knowledge and awareness around both the prevalence, scale, and impact of CMEs in most sectors. She described BCCMs latest project on developing a method for measurement of mutual value, i.e. the wider impact of CMEs not only on member's economic benefits, but also maintaining market share, building community relationships and acting environmentally responsible. An overarching goal for the BCCM would be to develop and support the Mutual Mindset which would see CMEs act ethically, responsibly, and consistent with mutual/ cooperative values.

Professor Greg Patmore, Emeritus Professor of Business and Labour History at the School of Business, University of Sydney.

Greg's keynote delivered on the final day of the conference was on "The Past, Present and Future of Cooperatives: Visual Atlas of Australian Co-operative History". The talk explored the value of co-operative historical research in challenging organizational amnesia and examining the successes and failures of the cooperative movement as a future guide for strategy and policy. While narrative co-operative history helps build co-operative memory and reinforces co-operative culture, co-operative history driven by policy questions allows the sector to examine questions such as demutualization and the collective ownership of the internet over a long-time period. The address drew upon the Visual Atlas of Australian Cooperative History, which tracks the history of Australian cooperatives from the 1820s to the present, to illustrate these issues.

Research Sessions

The conference held 3 research sessions with 5 parallel research presentations (all in all 15 sessions) during the 1.5 days the conference was held. Below is a list of the topics for each research session and the page number for abstracts presented during this session.

NOTE: Where a presentation is listed with only a title and authors, we do not have the authors' approval to reproduce the conference abstract.

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Session 1A: Cooperatives, sustainability, resilience, and regional development

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*Author biographies (where supplied) are in alphabetical order on pages 67 - 80

Australia's co-operative sector direct contribution to Australian employment for 2018

By: Morris Altman

Abstract

Given the available data we are able to construct estimates for the contribution of Australia's co-operative sector to employment. This contribution amounted to over 1 percent in 2018. This compares to this sector's contribution to Gross Domestic Product (based on value added) of between 6 to 8 percent in 2016-2017. Whereas co-operative contributions to output were dominated by superannuation funds, its contribution employment was dominated by the non-super co-operatives that contributed only 6 percent to Australia's co-operative sector's GDP. These estimates are for the direct contributions to employment, similar to the Australian Bureau of Statistics measure of employment. The co-operative sector's contribution to direct employment is largely a product of this sector's low level of penetration into direct employment in the more labour-intensive sectors of the economy such as retail, wholesale, manufacturing and agriculture. A wide array of data is presented, including the top 15 co-op employers, the top 10 non-super co-op employers, and the top 10 super co-op employers and an Appendix with the top 30 co-op employers.

Saving rural communities through tourism marketing cooperatives

By: Dr Clifford Lewis, A/Prof Branka Krivokapic-Skoko and Prof. Olivera Marjanovic

Abstract

Domestic tourism contributes more to a destination's economy than international visitation (Jeuring, 2016) and facilitates the redistribution of wealth within a country (Ndivo et al., 2013; Pratt, 2015). Tourism in rural areas can enhance the quality of life for locals by attracting investments in commerce and infrastructure (Quandt et al., 2017). However, in an era of cheap travel, greater connectivity, and where more and more places are positioning themselves as destinations (Lewis et al., 2019), travellers demonstrate a preference for overseas metropolitan locations (Lewis et al., 2010). Within this competitive environment, strategic marketing is essential to remain sustainable. Destination marketing would require the provision of tourism products in line with consumer's wants – this notion posing a challenge for rural destinations. Having products that are aligned with consumer wants and needs necessitates market intelligence. Such data may not be available to rural destinations (Pham et al., 2018). Additionally, the limitations of funding to build products and generate awareness could further stifle the sustainability of such places as tourism destinations. In response to this challenge, co-operatives are being formed amongst tourism operators (SME's) within a destination, or between destinations in close geographic proximity to combine resources and offer a more holistic experience of the region. Prior research identifies a number of benefits of tourism cooperatives for their members and rural regions. Such models could help acquire and exploit market power for the benefits of their members (Schrader, 1989; Staatz, 1987; Rhodes, 1983), contribute to sustainable rural revitalisation (McGehee and Meares, 1998; Barke and Eden, 2001), and benefit members through sharing data and marketing resources enabling them to have a greater marketing impact than individually possible. To be successful, however, tourism co-operatives would need to account for diversity in the experiences offered by its members. The aim of this paper is to propose Rural Tourism Cooperative (RTC) as a

means of strategically marketing rural destination in Australia. In addition, an agenda for future research will be highlighted that will adopt a Delphi method to interview rural tourism operators and investigate the feasibility and potential value of RTC's and how the cooperative principles may be adapted to suit it.

Keywords:

Tourism Cooperatives, Marketing Cooperatives, Rural Tourism

References:

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Manufacturing a response to climate change: Growing co-operatives, co-operation and regions

By: Stephen Healy, Joanne McNeill, Katherine Gibson and Jenny Cameron

Abstract

The manufacturing sector in Australia has, in the post WWII period, played a significant role in creating material prosperity, integrating new Australians into the society and distributing the benefits of growth. Value added manufacturing processes associated with producer cooperatives have contributed their part, providing regional employment and stabilizing demand for agricultural produce. But manufacturing since the 1950s has also played a key role in The Great Acceleration—the exponential growth of resource depletion and environmental degradation that has contributed to climate change (Steffen et al. 2015). Manufacturing is part of the problem the world faces, but what role, if any, can it play as part of the solution? In a four-year study funded by the Australian Research Council we set out to answer that question, working with ten different manufacturers operating across a variety of scales, sectors and organisational forms including the producer cooperatives NORCO and OZGroup (Gibson-Graham et al. 2019). Our research employed the concept of just-sustainability to offer a vision for how we might manufacture a response, one where the growth of cooperatives might play a key, innovative role. As manufacturers tied directly to primary sector production, both NORCO and OZGroup are impacted by climate uncertainty and potential contributors to climate change concerns (Mbow et al. 2017). In this paper we discuss whether the cooperative form can play a unique role in responding to these ecological challenges. We focus on practices of social learning as they have influenced various aspects of cooperative business and ask whether these practices might allow them to develop climate adaptive responses that reduce their ecological impact. We suggest that practices of cooperation amongst cooperatives developed elsewhere, most notably in Italy, could be adopted/adapted to the Australian context to enable a just and sustainable future.

Keywords:

Value added food manufacturing, regional futures, climate change, economic growth, cooperatives

References:

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Becoming sustainable: The investment choices and challenges facing regional co-operatives in Australia

By: Jahanzeb Khan, Felicity Small, and Branka Krivokapic-Skoko

Abstract

Motivated by the shift of co-operatives toward long term sustainability objectives, this study is an investigation of co-operatives in regional Australia and the attempts at realising their intended sustainability goals, as well as adherence to the ICA (Principle No 7). The attempts at realising sustainability intentions is likely to be impacted by a range of factors and barriers, all of which may ultimately influence the rate at which sustainability options and avenues are actually adopted. As part of a large mixed-method project, an earlier qualitative study revealed that members of regional co-operatives may not have an opportunity to pursue sustainability options, not have the financial avenues to pursue sustainability options, and not be involved in a setting where stakeholders fully understand the benefits (Small et al, 2018). Informed by these qualitative findings, this quantitative study uses a sample, comprising of executive/board members of regional co-operatives, to complete an experiment task where they are required to allocate limited funds among three investment opportunities, each offering contrasting incentives, namely: financial, sustainable, and regulatory.

This study has the potential to provide some empirical evidence of environmental realism existing among members of regional co-operatives, and how the issue of energy efficiency is viewed in a diverse way: ranging from concerns regarding energy production through to ideological perspectives on significant environmental issues such as climate change (Reimsbach and Hahn, 2015). Regional co-operatives may feel that they need to balance their mission and organisational purpose with efficiency in business operations, such as reducing energy costs. The 2x2x2 between-subjects experiment is designed in a manner such that the innate dispositions regarding environmental issues and values are captured for each participating member, and following the completion of the funding allocation task, their views on their respective organisation's behaviour is also captured. The aim of the project overall is to understand how those involved in the decision-making process for regional co-operatives perceive the effectiveness of their current energy solutions, and to explore the adoption of sustainable options. The findings of the experiment will be used to gauge the likely adoption rates given the different competing investment options.

Keywords:

Co-operatives, sustainability, investments

References:

Reimsbach, D., & Hahn, R. (2015). The Effects of Negative Incidents in Sustainability Reporting on Investors' Judgments–an Experimental Study of Third-party Versus Self-disclosure in the Realm of Sustainable Development. *Business Strategy and the Environment, 24*(4), 217-235. https://doi.org/10.1002/bse.1816

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Session 1B: Legal and institutional parameters and barriers to co-operative growth

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*Author biographies (where supplied) are in alphabetical order on pages 67 - 80

Comparing co-operatives with corporations for social responsibility aims and outcomes

By: Joanna Psaros

Abstract

Corporations and co-operatives both have the potential to fulfil socially responsible roles, particularly with regards to environmental problems such as climate change. Which business structure however, should we consider as having the greater capacity for meaningful social responsibility? Using environmentalism as a case study, this paper compares the motives, actions and outcomes of several examples of corporate social responsibility with those of cooperatives and corporations. It is posited that the differences between the two business structures under corporate law (namely, directors' duties to shareholders on the part of corporations, and the 7th guiding principle of cooperative enterprise on the part of cooperatives) would seem to make cooperatives more suitable for socially responsible objectives on an operational level. In addition to the legal constraints of a corporation, this paper also considers that the corporation's purpose is less explicitly in tune with social responsibility than that of cooperatives. However, it is found that corporations, while having significant disadvantages in terms of their capacity for meaningful social responsibility, do have some unique strengths with which cooperatives cannot compete; most significantly, their size and potential impact, and the changing understanding of the role of the corporation in society. Equally, this paper conceded that the commitment to social responsibility and socially responsible performance of cooperatives is varying, which must be accounted for when comparing the two business structures. In summary, while cooperatives do appear largely more capable of meaningful social responsibility than corporations, they are by no means perfect. For this reason, corporate social responsibility, of the right kind, is necessary to coexist alongside cooperatives.

Keywords:

Corporate social responsibility, environmentalism, corporations, corporate structure

The co-operative constitutional document: An underutilised tool for member governance

By: Alexander Malherbe, Prof Frank Scrimgeour and Delwyn Clarke

Abstract

When a cooperative is established, the founding members rely on the law of the country to incorporate their co-operative. The majority of countries within this study have included, in their co-operative law, mandatory provisions for the cooperative constitutional document in support of member governance. The constitutional document is intended to be adapted to the changing business environment by the members of a co-operative to correspond to their governance needs. Unless the rules of a cooperative make provision for regular review, adaptation and modification by the members, the cooperative may suffer later in its business cycle from the inability to adapt. An analysis of ten countries found that those countries mandating constitutional provisions within their cooperative laws are more effective in that they form a foundation for member governance. Furthermore, it was found that more than 50% of the mandated provisions were targeted at member governance. Examining the

constitutional rules of four New Zealand and three Australian dairy cooperatives found that there is a link between the mandated law stipulations and the theoretical effectiveness of member governance of the co-operative.

Keywords:

Cooperative, co-operative, principles, law, legal, policy, legislative, provisions, Act, corporations, companies, constitution, rules, articles of incorporation, statutes, bylaw, byelaw, bye-law.

Fundraising for Australian co-operatives: Has the Co-operatives National Law tried too hard to conform?

By: Robyn Donnelly

Abstract

Australia's constitutional federation established shared legislative power arrangements between federal and state parliaments. Legislation covering corporations' divides companies from co-operatives: companies are regulated under federal law while co-operatives are regulated under state law. The rise of the company model of enterprise and its power to mobilise capital and labour combined with the more generous budgetary capacity at a federal level has led to a modern, strong and policy driven regulatory environment for companies. Co-operative regulatory policy by comparison has been underserviced and disparate as between jurisdictions. Not surprisingly, knowledge, particularly professional familiarity with co-operative laws and management has lagged behind that for companies. The size of the Australian co-operative sector comprises less than 2000 cooperatives, whilst total companies registered in 2019 is over 2.7 million. In 2011 all states and territories agreed to implement a nationally uniform law to address the competitive barriers for co-operatives compared with companies. As well as removing regulatory costs for co-operatives, the resulting Co-operatives National Law replaced a complex and costly system of multi-jurisdictional registration with mutual recognition that allows freedom to trade across jurisdictions and introduced a new financial instrument, Co-operative Capital Units (CCUs) to address problems of access to capital.

Keywords:

Co-operative legislation, co-operative identity, access to capital.

Concept of mutuality and mutuals, co-operatives and not for profit organisations

By: Stuart Coppock

Abstract

Mutual is an adjective that has become a 'noun' used to describe a form of organisational structure. That organisational structure is an interesting organism as it is removed from the concept of investment but not profit making. The idea that the law follows the form will be an underlying theme. That is: just how does the law adequately reflect the principles found in a mutual organisation? The Rochdale principles for co-operatives are well known, but what does the law set out as legal principles

for a mutual organisation? This will be reviewed through case law, legislation and relevant reports starting with the revenue case law that give mutual one of its particular forms. The role of 'common purpose' is part of this review and will also involve a short review of the notion of capital and revenue. Then the Australian legislation and reports in the field of mutual organisations will be examined. This will include co-operatives. Finally, the overall legislative models within Australia will be considered with conclusions offered. [Whether Friendly Societies are included in the field of mutual organisations will be subject to the volume of work that is generated from the research. Private health insurance mutual organisations will be considered, and Friendly Societies were a fore runner for these organisations.]

Session 1C: Co-operative capital, finance, and banking

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A framework for understanding grower perceptions of accountability

By: Linda Bennison, Craig Furneaux, and Wendy Scaife

Abstract

Horticultural marketing co-operatives are important for food quality and security, welfare of regional and rural communities and global economic stability. In Australia, their strength stems from the ability to consolidate and market members' produce, access volume markets and negotiate higher prices than individual farmers may achieve. This function is disrupted by a supermarket duopoly raising public concerns around predatory practices in fresh food supply chains. Against this backdrop, the actions and attitudes of growers in an influential co-operative are of vital interest. This paper reports a recent qualitative study that profiles accountability in the co-operative environment. It draws on stakeholder theory to construct and test in this setting a conceptual accountability framework based on Bovens (2007), Ebrahim (2003) and Mashaw (2006). An embedded case study found that co-operative member perceptions of accountability differed to extant accountability literature. Grower attitudes confirmed not all international co-operative principles and values were adhered to by members, and upwards-downwards accountability mechanisms (Ebrahim's 2003) particularly differed. The study points to an expanded accountability along the food supply chain and raises the role of regulatory accountability. These insights can provide a tool for wider thinking by co-operatives and those who study them, as well as inform policy. [Acknowledgement to MPhil Supervisors Dr Craig Furneaux and Associate Professor Wendy Scaife, Australian Centre for Philanthropy and Non-profit Studies, Queensland University of Technology.]

Keywords:

Accountability, co-operative, framework, food security.

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How can analytics drive organizational resilience in the CME sector?

By: Mr. Hussein Al-Ghattas and Professor Olivera Marjanovic

Abstract

Organizations today are challenged with one or more type of disruptions. These are not limited to natural disasters and include factors like innovation, technology, governmental policies and globalization. Organizations respond (or not) by becoming more resilient. Organizational resilience is a multi-faceted phenomenon defined as "an organization's ability to anticipate potential threats, to cope effectively with adverse events, and to adapt to changing conditions" (Duchek, 2019). As such

organizational resilience is different from the so-called individual resilience that is commonly understood as a personal characteristic of an individual. The current research on organizational resilience reveal many approaches and perspectives. For example, while some researchers attempted to find how organizations responded to disruptions (Burnard & Bhamra, 2011; Alonso & Bressan, 2015; Falkowski 2015), others focused on the post disruption phase (Smith, Lawrence et al. 2016). More recent approaches take a holistic view of organisational resilience as an ongoing process rather than one-off response to a disruption (Herman, Lähdesmäki et al., 2018; Helfgott, 2018; Duchek, 2019). Prior literature also describes resilience through different capabilities, such as Adaptability, Cohesion, Efficiency, Situational awareness, Redundancy, Leadership and Diversity (Fiksel, 2015) (Christopher &Peck, 2004; McManus et al., 2008; Smith et al., 2016). For example, the Australian Government initiative to educate organizations on the importance of becoming resilient focuses on Leadership and Culture, Networks and Relationships as well as Change ready capabilities (Kay, & Goldspink, 2012). However, limited research exists on the role of information technology in organizational resilience (Heeks & Ospina, 2019). Technology has been considered in its role as a disruptor triggering the need for resilience rather than its enabler. In other words, it is not clear how it could be used to enable and sustain organizational resilience. Against this background, this research focuses on a broad research question: What is the role of technology in building and sustaining organizational resilience? While acknowledging that different types of technology may play important roles in building organizational resilience (e.g., social media, digital platforms), this research focuses on a specific type of technology that is analytics. This is because survival of organizations is highly dependent on their effective utilization of data from different sources to assist in decision making (Watson, 2019; Snowden &Boone, 2007; Chen, 2012; Sincorá, 2018). This research is investigated in the context of the Cooperatives and Mutuals (CMEs) industry sector. The long history of CMEs offers strong evidence that these are the most resilient type of organisations which have survived many different types of disruptions (Business Council of Co-Operatives And Mutuals, n.d.). In CMEs organisational resilience manifests itself through sustained provision of value to their members. For these reasons, CMEs provide the most suitable context for the study of organizational resilience, including the role of data and analytics. There are already examples of CMEs using analytics and data to remain resilient by providing sustained value to their members, despite fierce competition. For example, a recent industry report illustrates the challenge faced by Credit unions that “must navigate the fast-paced world of fintech while staying true to their mission of serving members” (Filene, 2019). In response, they turned their attention to member data and analytics. Similar examples are likely to be found in other CMEs, especially those operating in data-intensive, highly competitive industries. To the best of our knowledge, this is the first research project on the impact of analytics on organizational resilience using CMEs as a case study. Informed by prior literature (Hermanet al., 2018; Helfgott, 2018a; Helfgott, 2018b; Duchek, 2019) we approach organizational resilience as an ongoing process with capabilities evolving and developing rather than a one-off reaction to a disruption. We aim to contribute to a better understanding of the role of analytics in building and sustaining organizational resilience in CMEs. Taking an interpretative approach, our research methodology will include a number of research case studies with leading CMEs. The research findings will be interpreted through the theory of dynamic capabilities, leading to a theoretical model which will be validated in practice and shared with the CME community.

Keywords:

Organizational Resilience, Co-Operative Resilience, Data Analytics, Dynamic capabilities, Complex Decision making

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Will the Real Data Co-op Stand Up! Data co-operatives in the Co-op Sector – Current challenges and future opportunities

By: Professor Olivera Marjanovic, Mr Jiang Zhu,
Associate Professor Branka Krivokapic-Skoko, and Dr Clifford Lewis

Abstract

The long and proud history of cooperatives is full of successful examples of new cooperative models being formed around various types of shared resources, often out of necessity (Business Council Of Co-Operatives and Mutuals, n.d.; O'Leary, R., & Byrne, S., 2017). In more recent times we see this history repeating itself with new 'data cooperatives' created around a new type of shared resource that is data. Yet again, cooperatives, in this case 'data cooperatives' are responding to the needs of their members and industry sectors (e.g. healthcare, agrobusiness) who are faced with new challenges and opportunities created by abundant data. However, new data-driven opportunities have been also recognized and strategically harvested by emerging digital entrepreneurs, particularly those interested in joining the booming sharing economy. Their digital platforms used to facilitate data sharing and other data-enabled services are often termed "cooperatives" or even "data cooperatives". This is done to emphasize their commitment to "sharing" of data. Even when their data-driven business models could be better described as "platform capitalism" (Scholz &Schneider, 2017). Adding to the overall confusion, the P2P Foundation (P2PF) also uses the term "data cooperatives" to describe the "cooperative structures" that enable creation of repositories (i.e. stores) of open and personal data for mutual benefits of two types of stakeholders – people contributing personal data and the so-called "data users" who use these data to provide new products and services (P2PF, n.d.). Examples include patients sharing their personal data with medical researchers and practitioners through shared data repositories, for the advancement of medical science. In more recent times, the concept of "data co-op" is also emerging in the professional IT and marketing industry literature with yet another meaning. Here data co-ops are put forward as a new way of sharing customer data by the means of a common data repository jointly owned by two or more companies (Ismail, 2017). While new interpretations will continue to emerge, it is also becoming clear that many of these "data cooperatives" are not cooperative organizations at all. The main objective of this paper is to cut through the current conceptual confusion and hype about data cooperatives in order to identify those that are cooperative organizations. To achieve this objective, we will present a comprehensive taxonomy of data cooperatives. Using the real-life examples of various data cooperatives harvested from the Platform Coop Consortium Directory (Platform Co-operativism Consortium, n.d.), we will then illustrate how they are formed, what kind of data related services they offer and what makes them (or not) a new type of cooperative organisation. Finally, we will relate data cooperatives to different ICA principles in order to identify future opportunities for impactful research and practice as well as to reflect on the meaning of these principles in the new area of data-driven value creation.

Keywords:

Digital Platforms; Cooperatives; Data Cooperatives; Taxonomy; Business/Cooperative Model; Data.

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Measuring mutual value: a field study of cooperatives and mutual enterprises in Australia

By: Dr Paul Thambar, Professor Mathew Hall, Dr Sarah Adams, Dr Yolande McNicoll, Professor Yuval Millo, and Ms Wenshi He

Session 1D: Co-operative empowerment of women, youth and indigenous communities

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Waste pickers' cooperatives integration in the Brazilian waste management systems through payment for environmental services

By: Ana Paula Rengel Goncalves and Dr. Elena Aydos

Abstract

This presentation will argue that waste pickers' cooperatives are a vital aspect of sustainable waste management in Brazil, and the implementation of a policy promoting them would have an intersectional impact on gender, race, and class. Waste management is one of the main issues in Brazilian urban agglomerations, where inadequacies and deficiencies characterise the local waste management system. In response, the informal sector, particularly the waste pickers, began to collect and recycle waste, becoming a significant form of waste management in Brazil. Although waste pickers provide a vital service, historically they represent one of the most widely excluded, impoverished, and marginalised people in Brazil. Their difficulties lead to a response, and Brazilian waste pickers got organised, currently forming nearly 2.000 cooperatives and associations throughout the country; and more than half of the members are women of minority races. Their organisation led to empowerment, and currently these workers claim to be formally integrated to waste management systems, acknowledging their role as environmental agents. Payment for Environmental Services (PES) offers a new policy approach to environmental regulation in the context of waste management in Brazil and can be an instrument of social inclusion. Organised waste pickers perceived the correlation between their work and the potential benefits of PES. At present, waste pickers are calling for the development of specific PES policy designed to properly remunerate their services while attending their reality, particularities and demands, with one bill already proposed in the City of Florianopolis. The implementation of such a PES scheme provides a mechanism for the cooperatives to access capital in a manner that is consistent with the cooperative principles of autonomy, independence, and member economic participation.

Keywords:

Payment for Environmental Services, Waste Pickers' Cooperatives, Social Inclusion, Waste Management.

Factors influencing the success of Indigenous co-operative businesses in Australia

By: A/P B.Krivokapic-Skoko, Professor M. Morrison, Professor E. Oczkowski, and Professor J. Collins

Abstract

Apart from occasional historical overviews such as Scrimgeour (2016) or Loos and Keast (1992), the story of Australian Indigenous co-operatives has received little attention in the academic literature and public discussions. This presentation aims to help initiate scholarly discussions around Australian Indigenous co-operatives and to link it more with the Canadian experience and literature, particularly work by Sengupta (2015), Ketilson & MacPherson (2001), and McCarville (2004). The main objective of our paper is to explore how success is determined within Indigenous co-operatives and the factors that have influenced this. We were particularly interested in the extent to which, and the way in which,

the activities of Indigenous co-operatives are linked to Indigenous culture by providing goods and services that are unique to Indigenous culture – such as Indigenous art, tourism, food, and artefacts – or by providing general goods and services to Indigenous communities themselves. We also investigate the relevance of a range of factors, including culture, governance arrangements, human capital, access to financial capital, availability of physical and technological capital and memberships' characteristics. We were particularly interested in exploring how Indigenous social capital, leadership and mentoring capacity provides a basis to sustain (and to sometime constrain) the formation of, and survival of, Indigenous co-operatives. This presentation first outlines the findings from in-depth interviews with the managers of ten Indigenous co-operatives located in regional New South Wales and Victoria, regarding success factors. It is followed up by quantitative data analysis about cultural, institutional, social human and financial capital and about their influence on business success. We collected the data from a sample of 68 Indigenous community owned and co-operative businesses, located across Australia, and mainly involved in art, education and training, and professional services.

Keywords:

Indigenous Co-operatives; success; Australia

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Role of co-operatives in assimilating Indigenous community: An Indian experience

By: Ms. Lakshmi A. J and Prof. (Dr.) G. Raju

Abstract

The idea of cooperatives ensures the participants as its beneficiary as well as stakeholders. Thus, theoretically, cooperatives are in a better position to reach out to the indigenous communities more than any other institutionalised form. Be it international organisations or nation states India has also taken a cue from these developments and has promoted specialised cooperative entities. There is a substantial amount of aboriginal/tribal population generally referred as 'Adivasi' in India. The term is

having Sanskrit origin and it means one who is living in a location from very old times. For catering to the need of these communities it was identified that a wholesome approach is necessary. It is from this scenario the idea of Large Sized Adivasi Multi- Purpose Society (LAMPS) emerged. Studies regarding the efficiency of LAMPS in reaching out to the indigenous community are continuously showing positive response. This throws light into justifying the existing conviction for justice, the building block of the modern social system. Ensuring equal access to 'honours' and 'monies' to all is the first step towards serving of justice. Different dimensions of justice, that is distributive and corrective, presupposes existence of subjects well aware of their rights. However, there are communities not forming part of the main-stream and thereby ignorant of these rights. Studies show that a major portion of indigenous communities belong to this category. Invariably justice element will be evasive for them. In these circumstances there is a need for ensuring prevalence of justice so that no one is left behind and no doubt, cooperatives, by their nature, are a better tool for the same. This substantiates a study on LAMPS - theories, structure, scope and functions - to reconcile the existing gap between the modern society and indigenous community. The first part of this paper elaborates those theories of cooperatives to incorporate indigenous population within the vicissitudes of modern social system and extend those deserving privileges. The second part examines the critical role of LAMPS to assimilate indigenous community.

Keywords:

Indigenous Community, Cooperative Adivasi LAMPS Justice, India

Cooperatives and the ICA-EU Partnership: Bridging the Gap between Youth and the Cooperative Movement with Practitioner Thematic Research on Youth

By: Simren Singh, Arielle Romenteau, Jeffrey Moxom, Carlos Gonzalez, and Melvin Khabenje

Abstract

With an aim to consult and include the views of young people and considering the crucial role that youth and cooperatives can play for inclusive growth and sustainable development, a thematic research on how cooperatives can support young people is currently being led within the ICA (International Cooperative Alliance) - European Union (EU) partnership for development, conducted in a harmonised way by all ICA regional offices with a common methodology. The Youth research aims to provide insights on which key challenges youth are facing; if and how cooperatives can help to address them; how cooperatives can reinforce their support to young people; and which specific mechanisms, capacity-building initiatives and targeted actions can empower young co-operators. This paper outlines the central elements of this research, including the key ways in which cooperatives may contribute to empower young people, as well as recommendations as to how this support can be improved. The expected output of this research is a global report, featuring a detailed snapshot and analysis of the diverse challenges and opportunities facing young people around the world. Regional results will help to identify wider global trends, to be captured in the final report. The survey results and data will be combined and organised around a number of themes, such as employment, entrepreneurship, or gender, supplemented with the secondary literature review. This research will be a useful resource for key cooperative stakeholders including decision-makers and young co-

operators. This can help to bridge the gap toward the cooperative movement and demonstrate the benefits of the cooperative model for those less familiar with its potential. Conclusions, including recommendations, will help to identify good practices and supporting tools, strengthening links between youth and the cooperative movement.

Keywords:

Youth, empowerment, cooperatives, entrepreneurship, sustainable development

Session 1E: Strengthening co-operative advantage using value and supply chains

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Linking smallholder producers to high-value markets through producer cooperatives: A case study of vegetable producer cooperatives in Cambodia

By: Bunthan Tray, Elena Garnevska, and Nicola Shadbolt

Abstract

The emergence of supermarkets and high-value markets (HVMs) in developing countries has implications for producers and whole agri-food value chain. To bring benefits of this development to smallholder producers, governments and development agencies have paid great attention to the essential roles of producer cooperatives (PCs). Many studies show that PCs succeeded in linking producers to HVMs, but numerous cases indicated that PCs did not achieve their goal. Modern retail markets and supermarkets have grown in Cambodia, but vegetable growers were unlikely to gain benefits from HVMs. PCs play critical roles in assisting smallholder producers in strengthening market competition, but only a very few PCs achieved their business goals. This research aims to examine the roles of producer cooperatives in linking smallholder producer groups to access HVMs. This study applied mixed research methods by integrating qualitative and quantitative approaches. The primary data was collected by using a face-to-face interview with PCs' managers and a survey with PCs' members. This study used qualitative and quantitative data analysis.The research indicated that there were two key vegetable value chains in Cambodia: traditional markets (TMs) and high-value markets (HVMs). The value chain of TMs was long and complicated with a number of chain actors, while the value chain of HVMs was short and high integration of the intermediaries. The research also suggested that the value chain of HVMs provided a better price for producers, but volume supplied to supermarkets remains relatively small. The results also revealed that all selected PCs provided agricultural input support, financial support, extension services, and market support to their members. However, PCs supplying HVMs focused on both production and markets, while PCs supplying TMs paid great attention to production. Based on these results, governments, development agencies, and PCs should assist producers in both production technologies and business/marketing skills.

Local institutionalization of a global institution through the collaboration between institutional logics: the case study of Local Fair Trade in Korea

By: Jihyun Jeong and Seungkwon Jang

Abstract

This paper aims to discuss how a global intuition is introduced and implemented within a local context. Based on a study by Nicholls and Huybrechts (2016), it analyses the process where different local organizations, that represent contrasting institutional logics, introduce and implement the new global model, while sustaining those logics, through the case of a collaborating network of Local Fair Trades (hereafter LFT) in Korea that was implemented in 2018. Also, it suggests the potential of Korea's consumer co-operatives in implementing the business and movement.Fair Trade was introduced in Korea in 2002. Since then, it has been following the path of the global trend of Fair Trade through adapting its global principles, guidelines, certification, and practices. Recently, a new concept of LFT has drawn attention to the various actors of Fair Trade (Brown & Getz, 2008; Jaffee et al., 2004). The concept from the global society has potential for expanding the movement and business in that it embraces producers and labourers of the Global North into Fair Trade networks. Despite its

significance, there are many issues concerning the introduction of LFT into the local context. First, the concept and scope of LFT differs across countries and organisations that implement it (Durochat et al., 2015). Especially, the geographical boundary that the term 'local' defines needs to be discussed among the local actors. Second, establishing voluntary regulation such as certification system would be complicated when confronting the existing laws. In the agricultural sector of Korea, it is very difficult for farmers to comply with the labour laws due to a shortage of labour force (Kim, 2015; Lee & Song, 2016). Thus, although Korea's consumer co-operatives can potentially play a major role in promoting and implementing LFT, they cannot tackle the practical labour issues, notably migrant workers, in Korea's farming. Analysing the case of Korea's FairTrade Organisation and local organisations introducing LFT, we argue what can and should be done to make it possible to legitimatize and diffuse LFT in Korea.

Keywords:

Local Fair Trade, Consumer co-operatives, Institutional Logics

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Cooperatives' vertical integration and smallholders' performance

By: Sanjaya Fernandoa, Elena Garnevska, Thiagarajah Ramilan, and Nicola Shadbolt

Abstract

Linking smallholder farmers to modern markets has been a concern among scholars, development agencies and policymakers subsequent to transformation in agri-food industries. Although the aforesaid transformation has created many opportunities for smallholder farmers they are confronted with many challenges as well (Reardon et al., 2009). In this context, cooperatives are recognized for playing an important role in linking smallholder farmers to markets (IFAD, 2003; Markelova et al., 2009). Being vertically integrated, cooperatives can provide inputs, services, credit, information, and value-adding services to farmer members and link them directly to the end markets. Yet, there is scant

information on how cooperatives' vertical integration effects smallholder farmer members. The aim of this paper is to examine whether smallholder farmers perform better if their cooperative is more vertically integrated. Using several financial indicators, the farm-level financial performance of smallholder rice farmers from two groups of cooperatives: 1) partially integrated and 2) fully integrated, is analyzed. Partially integrated cooperatives supply inputs and market primary farm products, whereas fully integrated cooperatives control a range of activities from input supply to retailing of finished products to end consumers. This quantitative study included a total of 309 stallholder rice farmers in the sample. Preliminary results revealed that the cost of production, both per hectare and per kilogramme of paddy/rice, was significantly lower for farmer members of fully integrated cooperatives compared to their counterpart. They also had significantly higher gross revenues, gross margins, profits per kilogram of paddy and household's paddy/rice income. In summary, farmer members in fully integrated cooperatives have had better financial performance in comparison to those farmer members in partially integrated cooperatives. These findings suggest an association between vertical integration and higher financial performance of smallholder farmer members.

Keywords:

Agri-food industry transformation, vertical integration, cooperatives, smallholder farmer, financial performance

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Strengthening Value Chains of Ginger Producer Cooperatives: A Study in India

By: Mr. Uttam Kumar Saikia

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Freedom, slavery and co-operatives

By: Duncan Wallace

Abstract

The utilitarian approach to well-being, central to liberal thinking, is inappropriately reductionist. It leads to a focus on thin indicators such as GDP (for national prosperity), consumer price (for consumer welfare) and financial return (for business success). Reliance on thin indicators means we miss much of value to human well-being. It is, at best, misleading; at worst, it is destructive. The co-operative corporate form, however, compels the development of thicker indicators if it is to adequately communicate its value. This is shown, for example, by moves by the co-operative sector to develop alternative accounting standards. This paper will argue that the thin, utilitarian approach is blind regarding the true nature of the corporation as an organism. Under liberal thinking, the corporation is regarded as a mere neutral legal tool or mechanism. The co-operative corporate form, on the other hand, requires us to recognise something much deeper about the corporation and its role as an extension of an individual's personality. Perhaps because the boundaries of debate have become so narrowed, this is not something often commented on in literature on co-operatives, other than indirectly via comments on the need for enterprise diversity. I will show that properly conceptualising the corporation needs to be at the heart of thinking about co-operatives if we are to understand the barriers and prospects for a flourishing co-operative sector and, by extension, national and international economy. In doing so, I draw on a long tradition in western thought, representatives of which include Proudhon, Mill, Gierke, Maitland and G.D.H Cole.

Keywords:

Political philosophy, freedom, co-operatives, slavery, human nature

Biography:

Duncan Wallace is a PhD Student and Teaching Associate at Monash Law School.

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Learning from the History of British Consumer Co-operation in the Asia-Pacific Region 1863 to 2019: Empire, Ethics and Efforts at Co-operative Collaboration

By: Professor Anthony Webster

Abstract

In considering potential future models for Asian-Pacific international co-operative co-operation, it is important to recognise that there is a history of regional co-operative relationships which emerged during the era of British colonialism. This paper focuses on the role of the British Co-operative Wholesales Societies in the region, both in the development of supply chains of commodities for the British co-operative market, and in efforts to work with local interests to both promote and develop co-operatives able to supply the needs of the British movement. It explores the ethical and business priorities which shaped these relations, and what the implications might be for future international co-operative relations in the region and elsewhere. By 1900, the British Consumer Co-operative movement consisted of over 1200 local societies. Bitter competition with, and resistance from, the

non-co-operative retail sector pushed the movement to create the English and Scottish Co-operative Wholesale Societies (CWSs) in the 1860s. Because co-operative societies were not obliged to buy from the CWSs, the latter had to become extremely competitive both in terms of price and quality to secure co-operative society custom. The development of international supply chains with India (tea), Australia (wheat, meat, tallow, fruit) and New Zealand (butter, meat) became an important pillar of CWS strategy from the 1880s. In India and Ceylon (Sri Lanka) this involved direct ownership of tea estates, but only limited work with of local co-operatives. Given that the British colonial state was heavily committed to co-operatives, why was the CWSs' role so muted? However, the paper will show that CWS relations with co-operatives in Australia and New Zealand from the 1890s became very important indeed, and that the CWSs played an important role in promoting both producer and consumer co-operation in those countries during the inter-war period. The paper not only explores the rise of CWSs-Asia/Pacific relations, but also their decline from the 1950s until the 1990s, and their subsequent development following the formation of the Co-operative Group in 2001. The paper draws upon unparalleled access to the archives of the Group as well as interviews with leading officials in the organisation.

Keywords:

banking, supply chains, exports

Biography:

Professor Anthony Webster

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'Who am I & why do I matter?' How marginalised organizations seek to demarginalise.

By: Dr Yolande McNicoll, Professor Yuval Millo, Dr Paul Thambar, Dr Sarah Adams, Professor Matthew Hall, and Ms Wenshi He

Session 2B: Worker Co-ops and Decent Work

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Mapping the worker co-operative sector in Australia: size, types and operating environment

By: Anthony Taylor

Abstract

This paper discusses the size, types and operating environment for worker co-operatives in Australia. The worker co-operative sector in Australia is small but growing, with many firms being less than 10 years old. The types of worker co-operative operating in Australia is considered, with reference to the literature on co-operative typologies and the Australian legal environment. The paper proposes there are a number of models of worker co-operative in Australia including "classic" worker co-operatives with employee-members, work-focused social co-operatives with employee-members and enterprise co-operatives whose members are self-employed people. The paper draws on research the Business Council of Co-operatives and Mutuals (BCCM) participated in over 2018 and 2019 to map the worker co-operative sector in the Asia-Pacific region. This regional research project, led by CICOPA, was the first attempt to map the worker co-operative sector in the Asia-Pacific.

Keywords:

Worker co-operatives, mapping, co-operatives law

Biography:

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Worker co-ops in Indonesia the invisible co-operatives

By: Heira Hardiyanti

Abstract

The co-operative movement in Indonesia had ups and downs during colonization then lived in a supported new era government. Now the numbers of co-operatives are around 150 thousand and members around 40 million, spreading from Aceh to Papua. The Law No. 25/1992 (Ecolex, 1992) dictated the type of co-operatives which is recognized; they are producer co-ops, consumer co-ops, marketing co-ops, saving and loan co-ops, and services co-ops. Most of the types have savings and loan units, the total of savings and credits co-ops and units are 79,543 or 52,62%. It means that savings and loans or savings and credits become major activities of co-operatives in Indonesia. On the other hand, a worker co-operative is unrecognized, albeit they have existed since 1930. Koperasi Sepatu Slamet, with 30 members-workers-owners, produced shoes and sandals in Tasikmalaya. In 1950, Koperasi Produksi Perkebunan Karet Wangunwatie (KPPKW), working as rubber trappers for generations, was established. The worker (rubber trappers) are the owners of co-operatives. Koperasi Sopir Taksi (Kosti) Jaya established since 1983 has more than 3,600 taxi drivers. Koperasi Dharma Profesi established in 1985 in Jakarta with 76 Civil Engineers running the business of building and constructions. Koperasi Karya Sejahtera Tenaga Kerja Bongkar Muat (KKSTKBM) established in 1990 with around 4500 members working as porters at ports in Indonesia. Recently, in Anambas Islands formed worker co-operatives in which the members include paramedics working in a clinic and healthcare. In Jakarta, social-economic activists formed cooperative as a business provider and the members spread out of Indonesia supporting local economic development. Recently, awareness about the worker cooperative model is raising amongst youth especially in start-up business on digital, such

as Pedihelp.id, Purusha.id, Meridian.id and more, with further cooperatives establishing this year and the coming year ahead. But unfortunately, regulation hasn't supported worker cooperatives development. The research will enrich the draft of new cooperative law which has been submitted to the house of representative and awaiting to be legalized.

Keywords:

cooperatives, worker coop, start-up business

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Worker Co-operatives: Preserving Decent Work The case of C -Mac Industries (Co-operative)

By: Robert McMaster and Anthony Jensen

Abstract

Globally there is a consensus amongst employee ownership practitioners that at the rate of formation of employee-owned firms is going to be greatly increased by the "baby boomers" generation reaching retirement age and finding themselves without a successor but potentially could be induced to sell their business to their staff in the form of a worker co-operative. The scarcity of worker co-operatives however compared to the investor firm in major economies counters these positive projections. It is argued that the problem is workers being disadvantaged at the start-up phase due to lack of capital, lack of appropriate skills, lack of access to investment capital and workers displaying risk avoidance. There is also the problem that owners do not consider a sale to the employees as a viable option and it is never considered. This paper examines how these obstacles were overcome in a small manufacturing firm in Western Sydney Australia and how despite their reluctance the workers became owners not by choice but by necessity. In so doing they preserved good jobs and created decent work. Using a Participant Action Research Methodology to facilitate this process a new organisational form emerged through conflict and debate which changed the nature of the investor driven business model providing a model for the baby boomer generation.

Keywords:

worker co-operative, business succession, future of work

Worker Cooperatives and the Protection of Decent Work: Evidence from Karnataka, India

By: D Rajasekhar

Abstract

International Labour Organisation (ILO) defines decent work as "the aspirations of people in their working lives – their aspirations for opportunity and income; rights, voice and recognition; family stability and personal development; and fairness and gender equality. Ultimately these various dimensions of decent work underpin peace in communities and society". Among others, decent work is captured in employment, income opportunities, social protection and social security for all workers

- women and men, in both formal and informal economies, in wage employment or working on their own account; in the fields, factories and offices; in their home or in the community. Birchall & Ketilson (2009) provide international evidence on how cooperatives provided decent work. This paper looks at the decent work promoted by the worker cooperatives in Karnataka. In India, about 90 percent of the workforce is in informal sector, suffering from lack of decent work. Cooperatives strive to promote decent work among them. Against this background, the following questions are raised. What efforts are being made by cooperatives to promote decent work among workers? How many workers receive regular employment, income and social security benefits? What challenges are faced by the Cooperatives in the protection of decent work? In this paper, the above questions are answered with the help of data collected from producer cooperatives in Karnataka that provide members not only with employment and income but also help them to gain control over conditions under which they work, providing decent work. Dairy cooperatives are studied in this paper to address the study questions. It is concluded that while cooperatives have succeeded to considerable extent to provide decent work to its members, they do not include the poorest.

Keywords:

Worker cooperatives, decent work, informal workers, social security.

Reference:

Birchall, J., & Ketilson, L. H. (2009). *Resilience of the Cooperative Business Model in Times of Crisis*. Sustainable Enterprise Programme. International Labour Organization. https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/documents/publication/wcms_108416.pdf

Session 2C: Gender Equality in Co-operative Governance

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Co-operation of Pacific co-operatives in combating gender inequality in the Pacific Island countries.

By: Arishma Goundar

The Role of Women in co-operative setting: A case Study in Timor-Leste'

By: Elsa Joaquina Araujo Pinto

Abstract

Since the restoration of independence in 2002, Timor-Leste has adopted cooperatives as one of the sectors for economic development. This is shown in the Section 138 of the Constitution that 'three sectors are directly responsible for economic development namely, the public/state sector, the private sector, and the cooperative sector' (RDTL Constitution, 2002). However, little efforts have been made for the cooperative development and its sustainability to make a great impact to the whole economic development of the country. In particular, when compared to the successful contribution cooperatives made during the period of 1975-1978. The term cooperative and its practice have been integrated in the Political Manifesto of FRETILIN, a resistance party in 1975. Cooperative was used as a primary approach for development at that time. During the Indonesian occupation a new model was introduced under the name Koperasi Unit Desa (KUD) which means Village Unit Cooperative. However, KUD has a different setting compare to the cooperative that was established in 1975 by FRETILIN. Furthermore, cooperatives were reintroduced in Timor-Leste in 2002. Therefore, this paper aims at answering the questions (1) How have cooperatives developed from 2000 to 2013? and (2) How have women played a role in a cooperative setting? The main target respondents are the staff's Cooperative departments, and two selected cooperatives and its members.

Keywords:

Cooperative, women, peace, economic.

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Sustainability and Empowerment of Rural Women Artisans A Case Study of the Manapad Women Workers Palm Leaf Industrial Cooperative Society Limited in Tamil Nadu, India

By: Dr.S.V. Akilandeesari

Case study on women empowerment and role of co-operatives in agro-production, processing and value addition

By: Dr.T.P. Sethumadhavan, Rameshan Paleri, and Dr.R.Radhika

Abstract

The agricultural sector in India is facing a lot of challenges including increasing cost of production, decreasing production and productivity, constraints in value addition, marketing and climatic variations. Recent findings by CII reveal that 70 percent of farming operations are running at a loss. Women involvement is more than 75 percent in agriculture. Taking in to account the recent issues in agriculture, 94-year-old Co-operative ULCCS (Uralungal Labour Contract Co-operative Society) based at Vadakara in Kerala diversified in to agriculture so as to get better income to women. ULCCS is giving more emphasis to entrepreneurship, sustainable farming, nutritional security, productivity enhancement, integration, precision farming technologies and food processing in agriculture along with market led production and extension programmes. In order to increase the income from agriculture, substantial changes in the farming practices through precision farming with the use of innovations and technologies are needed. ULCCS is involved in launching a Dairy project in the State with the support from Ministry of food processing industries, Govt of India. It envisages in setting up integrated cold chain and value addition infrastructure. Dairying is an important livelihood option in which women have better control over men. The procuring Dairy entrepreneurship programme was launched in six Malabar districts of the state. The project which will handle 1.5 litres of milk per day envisages cold chain facilities with value addition and to cater educated youth who can venture in to Dairying as one of the viable employment opportunities. Cluster based production coupled with promotion of start-ups in dairy sector will be ensured through this project. ULCCS is implementing an integrated agriculture project which envisages integrating agriculture, animal husbandry, fisheries and rural development. The project envisages to improve production and productivity through agriculture and allied sectors and to uplift 7000 families with a population of around 30,000. Assuring remunerative market for agriculture produce through organised procurement, processing and marketing is in the process.

Keywords: Uralungal Labour Contract Co-operative Society, women empowerment, Integrated Agriculture project.

Social transformation: a case on Mann Deshi Mahila Sahakari bank

By: Anil Karanjkar

Session 2D: Co-operative theories and case studies

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Theoretical model explaining emergence and trajectory of co-operatives in Asia

By: Dr. Anthony Jensen

Abstract

Co-operatives are unevenly spread across the Asia Pacific region delivering a mixed economic and social outcome ranging from outstanding success in Japan and Singapore to underperformance in India and Indonesia. This provides difficulties for governments and has resulted in an inertia by policy makers and ASEAN ministers. This paper sets about to address this deficit and introduces a theoretical model grounded in Asian culture and distinct from business models developed in the west.In endeavouring to make sense of the variation in national co-operative form and density the paper draws on the work of Witt and Redding (2013) who took a variety of capitalism approach and identified four types of Asian capitalism which fitted a continuum extending from post socialist, advanced city, emerging South East Asian, advanced North East Asian to co-ordinated market economy and liberal market economy. This enabled the macro and micro factors to be identified which were both the obstacles and the enablers of co-operative formation. The macro factors were the role of the state, the role of civil society and the role of the market in facilitating co-operative formation. The micro factors of organisational structure, governance architecture and Human Relations Policy were factors involved in the success of the co-operative. The paper is grounded in a historical review of the ebb and flow of co-operative formation across the Asia Pacific and observes that co-operatives have formed under the influence of charismatic leaders and have reached the full trajectory of their evolution to form a co-operative state within a state.

Keywords:

theoretical-model, culture, state, civil-society, policy

References:

Witt, M. A., & Redding, G. (2013) Asian Business Systems: Institutional comparison, clusters and implications for varieties of capitalism and business systems theory. *Socio Economic Review 11*(2), 265-300. https://doi.org/10.1093/ser/mwt002

Finding Co-operativism through Participation: A Case Study of Member Programs and their Relationship with Active Membership

By: Emi Do

Abstract

As co-operatives strive to gain a competitive foothold in the market, the multi-stakeholder model co-operative has been garnering increasing attention. However, large scale and/or multi-stakeholder co-operatives face greater challenges in engagement and effective governance due to size and heterogeneity of the membership. This study examines the relationship between participation in member programs and its relationship to member engagement at a large multi-stakeholder co-operative. Results from a questionnaire survey show that associate members (members that do not have the right to vote) are more engaged in certain measures of co-operative governance than farmer members (members that have the right to vote). Although this study does not show a causative link

between member programs and member engagement, it points to a relationship between the two, indicating the potential importance of member programs in fostering member engagement.

Keywords:

co-operative, multi-stakeholder, governance, membership engagement, member programs, active membership

What does social capital do? Examining the roots of co-operatives in Gujarat state in India

By: Neha Christie

Abstract

The importance of network-based governance models has increased with the realisation of positive outcomes due to social capital. The cooperative structure is also based on the networks which highly rely on its social capital. The social capital means the norms, roles, and reciprocity of the network of any institution. It generates trust, mutual relationships and flow among the actors of the institution. Social capital facilitates members' participation, smooth governing process, and growth for cooperatives. Studies have proved that social capital requires investment just like the financial capital of any institute and it generates returns like transparency, easy information flow, good governance and reduction of opportunistic behaviour. Institutions like cooperatives are more sensitive towards interdependency, mutual self-help, and adaptation and therefore limited social capital can become limitations of the cooperative itself. This is the reason that some economists have their concern for the collectives that are highly dependent on social capital. The adverse effects of social capital can manipulate the governance system, power dynamics and the political environment of the institution. The homogeneity can cause damage and reforms that harm society. Building democratic social capital requires a strong institutional structure, norms, and regulations that can moderate human behaviour. This study aims to reflect on the strengths and weaknesses of the network of dairy cooperatives and its implications on the cooperative governance structure. It studies the interpersonal relations among the members and their trust in dairy cooperative society and the subsequent changes in the same with time. The research study refers to the theory of social capital. The study follows the case study research method with in-depth interviews and a survey to collect the data from the village dairy cooperative societies. It intensively focuses on the historical background, success and challenges, political environment, member participation of the dairy cooperative societies to understand the dynamics of social capital and its impact on cooperative governance.

Keywords:

Cooperatives, Social capital, Social network, Members’ participation, Collective action

Biography:

Neha Christie During the early years of my career, I extensively worked with the non-profit organisations to implement the state government policies for the development of communities living in slum areas of Mumbai. After moving back to Gujarat, I was actively involved in developing training modules and workshops on institution building and leadership. Later my work with an academic research institute of rural management generated great interest in me to study different models of farmers’ collectives. Currently, I am a fulltime Ph.D. research scholar at Tata Institute of Social Sciences

(TISS) in Mumbai. My Ph.D. research is focused on cooperative governance and social capital in the Gujarat state in India.

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How collaborative are co-operatives? The tale of two new cooperatives in Australian agriculture: their success and sustainability

By: Ms Amanda Scott, Ms Lorraine Gordon, Professor Robyn Keast, Associate Professor Geoff Woolcott, Dr Dan Chamberlain, and Dr Deborah Che

Abstract

In 2016 the Commonwealth funded Farming Together Program was launched. The Program sought to boost collaboration in the agricultural sector by supporting primary producer networks to work together to establish collaborative business models. Fifty-one networks were funded to implement specific collaborative projects. This presentation reports on the preliminary findings of a study following two of these collaborative project-based networks over two years as they each established a cooperative. The study sought to understand if, how and why the newly established cooperatives were still operating after initial project funding ended, and what this might mean as an indicator for their likely long-term success and sustainability. Research tells us that a significant number of funded projects terminate as soon as initial project funds expire (Sayava et al., 2008). One explanation for this premature end is that working together in a collaborative network is a dynamic and complex process which is hard to navigate and even harder to sustain (Huxham, 2003). While the performance and subsequent sustainability of a collaborative network is known to be significantly influenced by peoples' interactions with each other, and their surroundings (Keast et al.,2013), limited empirical research exists on how these interactions effect the network's sustainability beyond initial project funding. Whether it is cooperatives seeking to improve business outcomes, or funders seeking assurance that their seed-funding will offer return on investment in the long term, it is timely to better understand how collaborative project-based networks transition from a funded project to a sustainable business. Using an embedded case study approach, this study examined two networks over a two year period; using a combination of social network analysis (SNA), and thematic analysis of project documentation and semi-structured interviews. SNA mapped and measured the structure and function of each network over time. The thematic analysis of data examined through a complexity lens detailed information about the context of each network, and the network's evolution. Preliminary findings extend current network typologies to offer a more nuanced understanding of the dynamic and emergent nature of project-based networks, and the effects of network structure and function on whole-of-network outcomes. This research offers preliminary insights into how relational patterns could predict network sustainability. Such information could assist policy makers, funders and practitioners to make more informed choices to better ensure sustainability beyond the project.

Keywords:

Collaboration, projects, networks, sustainability, cooperatives

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Session 2E: Data and measurement for improved co-op performance, impact and accountability

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When and why co-operative banks fail? Is this inevitable? A case of urban co-operative banks in India

By: Dr Ajit Kumar and Dr Ashish Srivastava

Microcredit organisations and social enterprise and the road to socioeconomic perdition and the member-owned, co-operative, alternative

By Morris Altman

Abstract

A microcredit organization is considered to be an institution that can and has served to significantly assist the most vulnerable members of society to lift themselves out of poverty and improve their level of socioeconomic wellbeing. I present a theoretical framework to analyse microcredit institutions and to place microcredit organizations the context of member-owned credit institutions such as credit unions and mutuals. I argue that traditional microcredit organizations, which tend to be privately or investor-owned, are characterized by an incentive environment that can result in damaging the socio-economic wellbeing of borrowers. Although microcredit organizations are not-for-profit, the objective functions of decision-makers are not necessarily consistent with the preferences of borrowers and potential borrowers. And, if one makes the assumption of self-interested preferences of decision-makers then one would predict that that the interests of borrowers and potential borrows would not be met and might even be undermined. Self-interested preferences would not take into consideration the wellbeing of borrowers. This modelling of privately-owned microcredit organizations assumes that this type of firm will attempt to cover its costs of production (does not require subsidies to survive on the market). But this is not what generates socially negative consequences to borrowers. Rather, it is the self-interested preferences of the microcredit firms' decision-makers. This form of preference function would also characterize similar types of organizations, such as social enterprises, where microcredit institutions are often considered to be a form of social enterprise. The member-owned alternative to privately-owned microfinance firms (which often take on the form of social enterprises), would be predicted to have a higher probability of generating positive socioeconomic outcomes to member-borrowers. A co-operative microcredit firm's decision-makers' preference, if vested in co-operative principles (elaborated upon by the International Co-operative Alliance), would facilitate the improvement in the socioeconomic capabilities of borrowers whilst meeting the constraint of covering production costs. In my modelling narrative, differences in decision-makers' preferences is what drives differences in predicted outcomes between privately owned microcredit firms and member-owned microcredit firms. This type of modelling, which directs attention to the objective function of firm decision-makers, helps us to better understand how non-for-profit microfinance firms often generate highly negative outcomes for borrowers whilst often accompanied by high rates of remuneration to owners and those relatively high in the firm's hierarchy. Being not-for-profit (even as a social enterprise incarnation) is no guarantee for an organization yielding positive socio-economic outcomes. Rather, what it critical is who owns the firm, the owners and decision-makers preferences and, relatedly, the purpose of their firm or organization.

Keywords:

Microcredit, co-operatives, mutuals, credit unions, social enterprise, governance.

Co-operative resilience during and following the global financial crisis

By: Piero Ammirato

Abstract

The Italian cooperative sector increased its workforce from 935,000 to 1.3 million from 2001 to 2011. During this period, they also created 29% of all new jobs in Italy. The presentation will examine how the Italian Co-operative sector managed to grow during and after the Global Financial Crisis. It will consider: the legislative environment; the role of cooperative associations; capital raising by cooperatives and the sector's financial structures, including the successful cooperative development funds; the role performed by large cooperatives; industrial relations and entrepreneurship.It will explore the unique features of cooperative enterprises, the Italian cooperative model and consider lessons that could be learnt from the Italian experience. It will compare the performance of the Italian cooperative sector with that of the private sector and highlight key behavioural differences. The key role performed by cooperative groups will be critically analysed.The presentation will highlight that cooperatives have performed an anti-crisis function but there are also limits to what they can do.

Session 3A Co-operation among co-operatives

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Economies of scale amongst coffee co-operatives in Papua New Guinea: A competitive and co-operative advantage

By: Hannah Altman, Morris Altman, Louise Lamontagne, and Francis Odhuno

Abstract

An apparent weakness of the co-operative organization form is that too often co-operatives are too small to take advantage of economies of scale and scope afforded to the larger firms, dominated by the investor-owned organizational forms. Hence, co-operatives cannot be economically efficient relative to the larger investor-owned firms. We argue that one of the advantages of co-operatives is that it can overcome this apparent scale disadvantage by aggregating across small and medium-sized co-operatives (horizontal integration). This would generate appropriate economies of scale (and scope), whilst maintaining the independence of the smaller and medium sized enterprises who would otherwise not be competitive. Empirically smallholder farms have been able to survive and even prosper as co-operatives. Plantations, owned by private investors, do not appear to be an economic imperative. Using a sample of coffee producer co-operatives in Papua New Guinea, we investigate the extent to which the size of the co-operatives impacts on productivity. This sample is drawn from the Eastern Region State of PNG through the National Research Institute of PNG. We find that although size is important, there are diminishing returns to scale after a threshold point. Getting bigger and bigger has its limits in terms of immediate productivity benefits. Although getting even larger might be economically beneficial in terms of vertical integration, this challenge can also be overcome through the co-operative organizational form. A key finding of this empirical study is that co-operatives can overcome the challenge of economies of scale. Plantations are not the only solution. And co-operatives allow for a more equitable resolution to the economies of scale challenge.

Keywords:

JEL codes: L23 Organization of Production; L25 Firm Performance: Size, Diversification, and Scope; J54 Producer Cooperatives, Labor Managed Firms, Employee Ownership

Second co-operative apex body could be fertiliser to economic growth of cooperative and country

By: Prof Dr Mustapa Kamal bin Maulut, Dato' Seri, Dr Shayuti Mohamed Adnan, Dr Arriffin Mansor, and Muzlina Mustafa

Abstract

The Malaysian government is mulling the setting up of a second cooperative Apex body to provide competition to the current first cooperative statutory Apex body known as Angkasa. Statistics by Malaysia Co-operative Societies Commission citing that cooperative sector generated revenue of RM40.31 billion in 2018. However, compared to having six million members and more than 14,000 registered cooperative, cooperative sector seems to be seen as a sleeping giant due to its unexciting revenue per capita although cooperatives have the government's support and soft funding. The purpose of this research is to refine how the second cooperative Apex body, initial name as UkhwahKop will lead to the changes in cooperative business landscape and will drive the cooperative industry to contribute at least 5% increase in Gross Domestic Product (GDP). Forming UkhwahKop could drive the cooperative sector revenue increased by RM15 billion target per annum, which is capable to meet the target of cooperative sector revenue of RM55 billion per annum. In this study, the researcher proposed a crowd funding to be a vital method in generating capital. The Researcher also propose UkhwahKop to adopt Return on Investment (ROI) business model driven that could support cooperative business in the long run and sustainable during economic crisis. Initial business model proposed are ruminan, wholesaler to school cooperative and properties. Share capital for UkhwahKop is RM3,000 for each cooperative member and Special Purpose Cooperative (SPC) is provided for individual members. Within 3 years, will attract 1500 cooperative and 1500 individual memberships, with accumulative capital of RM3 million plus investment capital and utilised Total E-Commerce in UkhwahKop business. Projected turn over would be ten times of the capital gain.

Keywords:

Apex, crowd funding, business model, UkhwahKop, ruminan, property, wholesale school cooperative.

Innovative ways to strengthen the co-operative movement in India through co-operation among co-operatives.

By: Sanjay Kumar Verma

Abstract

With more than 8 lakh cooperatives, the cooperative movement in India has a significant presence in all the areas of socio-economic activities. In the wake of problems related to unemployment, poverty-eradication, inequality, social exclusion, sustainable development, etc, the cooperatives today need a lot of innovation, so they succeed as professional business enterprises. The cooperatives also face a big challenge to contribute to UN Sustainable Development Goals so as to create an equitable and sustainable world. So, how should they develop an effective roadmap by devising innovative ways so that they can not only compete in the market economy, but also contribute significantly to UNSDGs to create good socio-economic impact? More importantly, how Sixth Principle i.e. Cooperation Among Cooperatives, which is not given much importance, but which has immense power in uniting the cooperatives, can play an important role in strengthening the cooperative movement? The approach of my paper will be exploratory and analytical based on study and close examination of the secondary sources. The case examples of a select few cooperatives which are notable for good innovative practices will be closely analysed. The 6th Principle 'Cooperation among Cooperatives' can be best used for fostering innovation, which is not being done as yet, as cooperatives do not realize the value of collaborating with others for enhancing their ability to innovate and succeed. The cooperatives are also not able to undertake effective advocacy and lobbying work which they still are struggling to find their due place in the socio-economic policies of the country. The paper will advocate creation, and activisation of bodies like National Forum of Cooperative Ministers, Parliamentarians' Forum for Development of Cooperative Movement in India, etc which can work as good unifying forces to forge cooperation among cooperatives to get the issues and problems of cooperatives redressed effectively. The paper will conclude that cooperation among cooperatives is also very important for building image of the cooperative movement.

Keywords:

innovation, cooperation, UNSDGs.

Biography:

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Participatory globalisation through co-operative networks
A typology of decision-making processes in transnational co-operatives

By: Stefan R. Siebel

Abstract

At the heart of a more democratic, participatory globalisation lies the process of decision-making in individual firms and the relationships with their business partners. Yet the notion that more democratic management structures will lead to a fairer economy is not necessarily true. Not only do structural factors in the form of international trade agreements and differing wage levels favour competitive behaviour in the global marketplace, but many co-operatives themselves struggle to extend the values of self-management and democratic decision-making into their international partnerships. This presentation will highlight a number of exemplary models for co-operative economic globalisation and analyse the degree of realised workplace democracy both in the core co-operatives and their international business partners. Co-operatives can offer a solution to many of the injustices caused by the dominating competitive economic system around the world. With their most participative business model, employee-owned worker co-operatives are particularly well suited to democratise the economic sphere. Workplace democracies offer a great potential for social change because they question the rule of capital over labour and the unequal distribution of power and wealth. A democratic economy of employee-owned enterprises puts not only key economic decisions, but also the ethical and environmental responsibilities of those businesses into the hands of the workers. As technological progress and the liberalisation of international trade and finance are levelling the economic playing field, cooperatives are having a hard time to keep up with their global competitors while remaining faithful to their values. The co-operative principles of self-control and member ownership make it difficult to engage with overseas businesses of a less democratic nature. As a result, many co-operatives do not consider internationalisation as an ethically viable option for their businesses. This presentation aims to show how co-operatives can network across borders and throughout regions on equal grounds without compromising their values and principles.

Keywords:

Globalisation, participation, democratic decision-making, governance

Session 3B Platform Co-operatives

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Understanding Social Impact of Platform Co-ops

By: Mr Jiang Zhu and Professor Olivera Marjanovic

Abstract

Enabled by digital platforms and exemplified by Airbnb and Uber, the so-called sharing economy is affecting many aspects of our lives. In spite of the convenience and other benefits we may enjoy from the sharing economy, we also observe and/or experience significant legal and social problems, including exploitation of workers, unfair competition, increased housing prices and so on. This business model made possible by digital platforms is increasingly known as "platform capitalism" (Srnicek, 2017). Platform co-ops (also known as platform co-operatives) are emerging in response to platform capitalism as a different model of sharing economy (Scholz, 2016). While also enabled by digital platforms, platform co-ops are co-owned and democratically governed by their members. They aim to distribute value created on a more equitable basis (Scholz and Schneider, 2017). Apart from economic value, their value proposition typically includes environmental and social value. Thus, platform co-ops are committed to making positive social impact. While there are methods and frameworks for measurement of social impact in other context such as NFP, the emerging literature does not offer any insights about the social impact of platform co-ops. Currently there is a lack of understanding what social impact means for platform co-ops, let alone how to measure it. Informed by this important research gap, this PhD research is focused on the social impact of platform co-ops. As the first step, we'll conduct a comprehensive and systematic literature review of prior research on frameworks and methods on measuring social impact, including Social Impact Measurement Toolbox (Dalton, 2019). This will then lead to a preliminary framework that will be validated through a Delphi study, involving selected group of participating platform co-op practitioners from platform co-op community (Platform Cooperativism Consortium, n.d). Then the revised multi-dimensional framework would be validated through a number of case studies with platform co-ops. The main research outcome, in the form of a multidimensional framework, is expected to lead to an improved understanding of social impact of platform co-ops as well as possible approaches to its measurement and communication. The expected practical contribution to the platform co-op community and the co-op community in general will include an online tool for self-assessment by individual platform co-ops. The same tool is also envisaged to enable benchmarking as well as sharing of good practices across platform co-operatives.

Keywords:

Cooperatives; Platform cooperatives; Social impact framework; Digital platforms; Delphi study; Case studies.

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A Taxonomy of Platform Co-ops: Towards an Understanding of Different Value Creation Mechanisms

By: Professor Olivera Marjanovic and Mr Jiang Zhu

Abstract

In recent years, the rise of platform co-ops and the platform cooperativism movement has attracted much attention among researchers and industry practitioners (Platform Cooperativism Consortium, n/a). Platform co-ops (also known as platform cooperatives) are new types of organisations enabled by shared online digital platforms. Many were formed in response to the so-called platform capitalism and the "sharing economy", exemplified by platform-based companies such as Uber and Airbnb (Scholz & Schneider, 2017). Platform co-ops are rapidly emerging, as demonstrated by numerous recent additions to the current Platform Co-ops Directory (n/d), maintained by the Platform Cooperativism Consortium. Yet, there is no commonly accepted and comprehensive taxonomy of platform co-ops. Consequently, researchers and industry practitioners continue to classify them by industry sectors. This in turn often limits our understanding of this important type of digital organisations, in particular their key value creation mechanisms. The main objective of this paper is to demonstrate a systematic and comprehensive taxonomy of platform co-ops, based on their value creation mechanisms. In order to build the taxonomy, we adopted a theoretically grounded and empirically validated research method by Nickerson et al. (2013) which we extended with cluster analysis and data visualisation. We applied the resulting method to 91 real-life examples of platform co-ops currently registered in the Platform Co-ops Directory (n/d). We identified a number of archetypes of platform co-ops and described their main value creation mechanisms. Based on our insights about different business models of platform co-ops and their value creation mechanisms, we discuss various implications for researchers, industry practitioners and policy makers, as well as future research opportunities.

Keywords:

Digital platforms; Cooperatives; Platform Coops; Taxonomy; Value creation.

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Session 3C: Co-operative delivery of public services and co-operative education

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Effects and significance of supporting families with babies and toddlers provided by small Worker's Co-operatives and Non-Profit Organizations in Japan

By: Chikamoto, Satoko

Abstract

The most prolific citizen movements in Japan are observed in the field of rearing children. We are able to see many types of movements, as Community Restaurants for children in poverty, Drop-ins for mothers or parents with their children, activities outreaching to homes, and so on in municipalities. This research focuses on the public service providers of the centres for rearing children and drop-ins for parents with babies and toddlers. These providers have been organized by small worker's co-operatives and non-profit organizations and have been built by mothers themselves. At first, they started to make small groups as clubs or volunteer groups in the early 2000s. The municipality governments are seeking to invert the declining birth rate, by increasing their budget for rearing children, and making policies and institutes. In 2015, a new policy became effective to promote this field. The research examines effects of the new policy of community-child-centres and co-production between provider network, city governments, and parents. We directed questionnaire research for parents, caregivers, workers co-operatives, for example from paid work to unpaid work. In addition, we conducted interview research for city government officers of Yokohama City and Hukui City, and ex-users of the child centres. We found the development of parenting with staff from centres, and a sprout of new governance of public policies by citizens who have children themselves.

Keywords:

non-profit organization provided by mothers, workers' co-operatives, paid-work, peer supports, the third sector

Articulating value in co-operative housing

By: Louise Crabtree, Sidsel Grimstad, Joanne McNeill, Neil Perry, and Emma Power

Abstract

In many countries, housing co-operatives are longstanding and stable components of housing systems, providing a range of housing options that sit between the historically dual tenure poles of renting and owning. In others, such as Australia, co-operatives represent a very small proportion of total housing stock. Such differences derive from institutional lock-in resulting from market failures, government policy, and historical norms. Breaking the institutional lock-in requires evidence of the benefits of co-operative housing to demonstrate the rationale for appropriate policy frameworks. However, despite their longevity in some countries, co-operatives remain relatively under-researched, such that their purported benefits as compared to other tenure forms can be hard to assess or compare. This paper will present a recent review of extant literature on the benefits of co-operatives before focusing on Australia where the sector is poised for growth from a very small base. It will discuss the impediments and opportunities for growing the sector in Australia, which highlight issues of potential relevance to other jurisdictions with similarly nascent cooperative sectors.

Keywords:

housing cooperatives; housing policy; comparative analysis

Co-operative Education: A study with reference to Kerala (India)

By: Dr.T.Paranjothi and Sunitha Sahadevan

Abstract

The Rochdale pioneers while framing the regulations for running the consumer stores decided that a portion of the profit needs to be set for education. The principles of Cooperation reformulated in 1966 and restated in 1995 emphasized cooperative education as an important principle of Cooperation. Thereafter cooperative education in various countries has been accorded a very prominent role. The term cooperative education refers to the program which seeks to add to the knowledge and understanding of members and office bearers. The State cooperative unions located in various States have been offering cooperative education programs to sensitize members and also offer it as an academic program through Diploma courses. Further many Universities have introduced Degree and Post Graduate programmes with a view to professionalize the cooperative sector. In States like Tamil Nadu, Karnataka, Kerala and Gujarat the Co-operative Unions and Universities are offering Degree and Diploma Programmes. In Kerala, the courses related to cooperative education are

- Higher Diploma in Cooperative & Business Management (HDC&BM)
- JDC Course (10 months)
- BSc Cooperation and Banking Honors.

The issues observed in offering these programmes are recognition, syllabus, employability and inability to link with the field. The present study is undertaken with the following objectives

- To analyse the content of various Diplomas, Degree and Post Graduate Programs offered in Kerala.
- To evaluate the employability of the students undergoing above said courses.
- To offer suggestions to improve the academic programmes in the subject of Co-operation

The information relating to the content of various cooperative diplomas and degree programme will be collected and analysed. A sample of 50 students who have completed the degree and diploma programmes in Cooperation shall be interviewed through a Pre-Structured schedule. The data collected shall be analysed using appropriate statistical tools. The study will throw light on cooperative education as an academic discipline.

Keywords:

Principle, Co-operative Education, State Co-operative Union

Role of ULCCS in education and skilling of co-operatives in the Asia Pacific region

By: Dr.T.P.Sethumadhavan and Rameshan Paleri

Abstract

In the Asia Pacific region there is growing awareness about the need for skill development. According to the National Policy for Skill Development and Entrepreneurship & India Skills report 2019, India is one of the youngest nations in the world with more than 62% of its population in the working age group (15-59 years), and more than 54% of its total population below 25 years of age. It is estimated that during the next 20 years the labour force in the industrialized world is expected to decline by 4%, while in Asia Pacific region it will increase by 32%. This poses a formidable challenge and a huge opportunity. Therefore, there is an urgent need to improve the quantity and quality of skill development initiatives across the globe in tune with the change of work and technology. Uralungal Labour Contract Cooperative Society Ltd. (ULCCS), a 94 year old co-operative based at Kerala, India through its steadfast commitment to quality and time-bound execution of projects has grown into one of the most reputed infrastructure contractors in India. It is involved in the execution of large road, bridge and building projects in all parts of Kerala along with customised skill development programmes. ULCCS has diversified into IT, ITeS, UL Cyber Park, education and skill development. ULCCS is conceptualising UL Education as a series of multipronged interventions in education and skill development. The stakeholders will be of different levels of qualification as prescribed by National Occupational Standards (NOS) and NSQF. ULCCS launched Indian Institute of Infrastructure and Construction at Kollam in Kerala which is offering technician, supervisory and managerial courses along with DDU-GKY and UL Skill Academy. UL Education is involved in setting up Centre of excellences in skilling and training for co-operatives across Asia Pacific region in tune with the co-operative principles in association with International Co-operative Alliance. UL Cyber Park and UL Technology solutions are involved in imparting advanced IT skills which includes Artificial intelligence, Machine learning, IOT applications, block chain technology, etc which envisages to reduce skill gap and provide up skilling and re skilling opportunities along with capacity building for co-operatives in the Asia Pacific region.

Session 3D: New models and innovations in agricultural co-ops

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Small farmer agriculture co-operative limited as a poverty reduction programme: a case study of Makawanpur District, Nepal

By: Deepakar Rupakheti and Abhinash Paudel

Abstract

Poverty and unemployment are the tangled challenges in the world, particularly in developing countries. Local people owned, managed, and controlled Small Farmer Agriculture Cooperative Limited (SFACL) helps to increase the per capita income, reduce poverty and eventually improve the livelihood of smallholder farmers. SFACL is one of sustainable model for providing financial and non-financial services in rural areas of Nepal. The general objectives of this study are to evaluate the role of SFACLs in poverty reduction in Makawanpur District, Nepal. However, the specific objectives are to analyse the socio-economic condition, examine the patterns of income distribution and inequality, identify the role of co-operative on poverty reduction and understand employment opportunities in the study area. Hence, at least three years old SFACLs and members have been taken as a sample for research process. So, five small farmers' agriculture cooperatives have been taken as sample for study. Description as well as analytical methods have been used for the study. Collected information has been analysed using different statistical tools (average, percentage, ratio, frequency distribution, curve, pie chart, bar diagrams, weighted arithmetic mean, range, Lorenz curve, Gini co-efficient, t-test, Chi-square test) depending upon the needs. The availability of agri-inputs, easy access of loan and training, have helped to increase the income of members by 30% and production by 20%. Income is increased because members are involved in productive business viz, vegetable farming, goat rearing, milk production and value chain activities. As, the study is concerned with the role of SFACLs to minimize poverty which is reckoned out by studying and analysing the collected data through direct interviews with 500 shareholders (100 each/SFACL) of five active SFACL of different parts of Makawanpur district. A great difference has been found in social and economic levels between people who have been members of a cooperative and those who haven't. The analysis of data found that there was significant difference in socio-cultural, increasing social recognition, increasing participation in decision making processes and political empowerment of women involved in the SFACL program. Cooperatives also faced with various challenges which hinder their success in poverty reduction. Some of the challenges include market access, insufficient funding, technical knowhow to run the agriculture enterprise, and timely availability of agri-inputs. The study concludes by recommending different strategies which will further enhance the success of cooperatives in poverty reduction. Finally, this research has played to understand the important contribution of cooperatives in activities like, empowerment, easy loan, and increase in social participation. In this way there has been an important role of cooperatives in reducing poverty in the study area

Keywords:

Small farmers Agriculture Cooperative, poverty reduction, unemployment

Environment and organisational capacity of Portuguese wine co-operatives

By: Maria de Fatima Arruda Souza

Abstract

The purpose of this article is to present the main factors in the environment that may affect the success of wine cooperatives and the capacities that allow cooperatives to address this environment.

Cooperatives are organisations with particular characteristics. They have both an economic and a social dimension, that is, they are simultaneously a business and non-profit driven organisations (NPO). Because they are different from other organisations, it is necessary to understand their environment and the internal factors to be aware of the forces that may impact the performance of the cooperative. Environmental factors not only affect aspects of performance in different ways but also affect the type of business and the industry sector differently. The competence of the wine cooperative to manage the environmental factors will influence its ability to achieve success. The construct of organisational capacity, developed to assess the potential of NPO to reach their goals, was adapted to wine cooperatives in Portugal revealing the capacities that can potentially lead them to success. This research adopted grounded theory approach which is a qualitative methodology that intends to systematically obtain and analyse data to generate theory. Cooperatives were selected through theoretical sampling, aiming to reach cooperatives that could represent the diversity of the 67 wine cooperatives in Portugal in 2015. Twenty-three people (members and managers) were interviewed in 19 wine cooperatives and unions from different regions of the country. The main factors in the environment and the organisational capacity of wine cooperatives resulted in a model that take into account the categories that emerged from data. The findings pointed out three sets of factors: members as suppliers, trust, and commitment; external environmental factors that contain image, historical and cultural factors, competition, demographics and agrarian structure, consumers, marketing, and organisational capacity that includes financial, human resources, infrastructure, strategic planning, marketing, relationship with members, and management. The main contribution of this research is to provide a better understanding of the particular environment of wine cooperatives and to offer a systemic view to management to select the best strategies for the organisation.

Keywords:

Wine cooperative, environment, organisational capacity, Portugal.

Member voice and influence: Perceptions, sentiments, and requirements of dairy co-operative members in Australasia

By: A Malherbe, F Scrimgeour, and D Clarke

Abstract

One aspect of cooperative member participation is supply; another aspect is their right to vote on certain resolutions; however, is their current level of engagement sufficient for the continued success of the organisation? The involvement the members have with their co-operative and each other is evident by the interaction they have with the operation, the board, the senior management (CEO), and their community. Furthermore, engagement is a multi-dimensional relationship between the member as an investor, a patron-supplier, an owner, and a member of the community (Limnios et al., 2018). This research considers the member-lens perception to understand their engagement and governance requirements for a flourishing cooperative. Additionally, the member requirements for participation and involvement from a community and a governance standpoint were examined. The research uses Grounded Theory to construct a case for optimum member engagement in their co-operative using qualitative in-depth interviews supplemented by computer-aided data analytical methods. Thirty-one dairy cooperative members were interviewed from seven dairy cooperatives in Australasia. Some of the results partially confirmed findings from previous empirical studies conducted

in other regions. However, other significant findings include: Members require more frequent smaller meetings in which to ask questions; the Annual General Meeting (AGM) is not an effective meeting forum for members to engage in due to the size and the calendar placement of this meeting; members expect regular face-to-face director or chairman contact; Australasian members, in contrast to other regions, often do not vote on farm-impacting cooperative decisions, although many members are unhappy with this state of affairs; technology solutions should be leveraged to supplement traditional methods of participation however, the adoption of technology should not replace or detract from face-to-face meetings; members would like changes in the laws that support member control and participation.

Keywords:

Co-operative, governance; engagement, involvement, participation, community, meetings, influence, Board of Directors, technology, policy, law, participation.

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Session 3E: Co-operative empowerment of women, youth, and indigenous communities

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Promoting decision making skills amongst women through the platform of Self-Help Groups

By: Kanksshi Agarwal

Dairy co-operatives and empowerment of women: A study in Karnataka

By: Dr. R Manjula

Abstract

Organisation of women into cooperatives and their empowerment through need-based activities will have potential to achieve gender equality, quality education, good health and reduced poverty. This is because women are known to prioritise income that they receive for purposes that will have lasting impact on their families including girl children, elderly and others. It is in this context that this paper assesses the role of cooperatives in empowering for sustaining income and building resilient societies. In India, dairy cooperatives form an important component of producers' cooperatives. In 2016-17, the number of dairy cooperatives and members was 1.8 lakhs and 162 lakhs, respectively. An important trend is that dairy cooperatives are specifically formed for women; this is especially the case in Karnataka. In this state, the total number of cooperatives in 2016-17 was 41,000with 12% women cooperatives. These cooperatives have potential to secure sustainable future to the community in general and provide social benefits to women producers. Against this background, this paper seeks to examine the role played by dairy cooperative societies in promoting income generation activities including enhancing incomes of members and empowering women. The specific objectives are to: (a) examine the activities of the women dairy cooperatives and the extent to which they have benefited to women; (b) assess the contribution of income from milch animal rearing to total income and purposes for which this money is used; (c) examine the contributions of cooperatives in empowering women. These objectives are analysed with the help of the data collected from randomly selected women dairy cooperatives societies and selected members from the selected districts in Karnataka. A structured questionnaire is canvassed among the sample members to elicit information on the research objectives. The key finding is that the income from dairy cooperatives has provided economic security to women members and enabled them to have regular cash flow to meet household consumption needs including education of girl children.

Keywords:

women empowerment, dairy cooperatives, income, milk producers

Author Biographies

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Altman, Ms Hannah	Hannah Altman, MA economics, QUT; PhD candidate economics QUT; Louise Lamontagne, PhD ABD University of Toronto, independent researcher; Francis Odhuno, PhD Economics Otago University, Senior Research Fellow, National Research Institute, Papua New Guinea.	3A
Altman, Prof Morris	Professor Altman is a former Dean of the Newcastle Business School, Australia and now a Conjoint Professor of the Faculty of Business and Law, University of Newcastle, Australia. A former visiting scholar at Cornell, Duke, Hebrew, and Stanford Universities, Elected Visiting Fellow at St. Edmund's College, Cambridge University, Professor Altman is the incoming Executive Dean of University of Dundee School of Business (UDSB) and Chaired Professor of Behavioural & Institutional Economics, & Co-operatives Dundee, Scotland, UK	1A, 2E, 3A
Ammirato, Dr Piero	Piero Ammirato is an Honorary Fellow, Faculty of Arts and Education at Deakin University. Piero is a leading expert on Italian cooperatives having conducted comprehensive research on how the Italian cooperative sector has managed to compete and grow in a market economy. His first book: La Lega: the Making of a Successful Cooperative Network of Enterprises, Dartmouth, London, 1996 explained how cooperatives associated to Legacoop overcame barriers by competing as part of a network of enterprises. The second book: "Italian Cooperative Growth: Innovation, Resilience and Social Responsibility, Routledge, New York, 2018" explains how the Italian cooperative sector has continued to grow in a socially responsible way before and after the GFC. Piero holds a PhD in Political Science from the University of Adelaide, a	2E

	postgraduate diploma in Government Law from University of Melbourne and a Diploma, Company Director's from the Australian Institute of Company Directors. He has taught Comparative Politics and European Politics at the University of Adelaide; and has worked as a senior public servant with the Victorian government including principal adviser with the Department of Premier and Cabinet. He has developed policy proposals in the area of economic development, regulation reform and corporate governance that have been implemented by the Victorian Government.	
Aydos, Dr Elena	Dr Elena Aydos is a senior lecturer and research academic in Newcastle Law School. Elena seeks to translate her research into the teaching space. As such, her students have the opportunity to participate in international programs including visiting Brazil to explore that nation's environmental policies and legal challenges As a teacher, Elena is constantly innovating to equip her students for their future careers Contact: elena.aydos@newcastle.edu.au	1D
Bennison, Linda	Linda Bennison has recently completed a Master of Philosophy in the School of Accountancy, QUT Business School, Queensland University of Technology. Supervised by Dr Craig Furneaux and Associate Professor Wendy Scaife, Australian Centre for Philanthropy and Non-profit Studies, the thesis explored accountability in a horticultural marketing co-operative from the perspective of grower members. In 2020 Linda will commence a PhD exploring legislative regimes for alternate business models supervised by Professors Kerrie Sadiq and Ellie Chapple. Prior to studying at QUT Linda spent twenty years as executive officer with the Grassland Society of Southern Australia, Soil Science Australia and Agronomy Australia. Contact: linda.bennison@hdr.qut.edu.au	1C
Cameron, Dr Jenny	Jenny Cameron is former Associate Professor in Geography and Environmental Studies at the University of Newcastle, Australia. Prior to this she worked as a Lecturer/Senior Lecturer in Environmental Planning at Griffith University (Brisbane), and as a postdoctoral researcher in Geography and Environmental Science at Monash University (Melbourne). Before attaining her PhD at Monash University, Dr Cameron worked in various roles at The University of Sydney and Queensland University of Technology, as well as for the Queensland Department of Housing and private planning consultants in Brisbane. She originally trained as a primary school teacher and worked in Brisbane and on Thursday Island in the Torres Strait. Dr Cameron's research focuses primarily on the area of diverse and community economies.	1A

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Chikamoto, Satoko	Consumer Co-operative Institute of Japan, Graduate School of Hosei University Contact: satoko.chikamoto@jccu.coop	3C
Christie, Ms Neha	Neha Christie has worked extensively worked with the non-profit organisations to implement the state government policies for the development of communities living in slum areas of Mumbai. After moving back to Gujarat, she was actively involved in developing training modules and workshops on institution building and leadership. Later her work with an academic research institute of rural management generated great interest in her to study different models of farmers' collectives. Currently, she is a fulltime Ph.D. research scholar at Tata Institute of Social Sciences (TISS) in Mumbai. Her Ph.D. research is focused on cooperative governance and social capital in the Gujarat state in India. Contact: nehachristie@gmail.com	2D
Clark, Professor Delwyn	Professor Delwyn Clark teaches and conducts research at the University of Waikato, with a focus on strategy, innovation, and entrepreneurship. Her current research includes theoretical and applied projects on strategy models, entrepreneurial and innovation processes, business models and SME policies. For many years, Professor Clark was the Associate Dean Research at Waikato Management School with responsibility for research strategy, policies and plans.She is a past president of the Australian and New Zealand Academy of Management (ANZAM) and was awarded life membership of ANZAM in 2009. She has chaired the New Zealand Business Research Deans (NZBRD) and served on the executive of the Australian and New Zealand Business Academic Research Directors (BARDsNET) Network. She has also contributed to the board of the Small Enterprise Association of Australia and New Zealand (SEAANZ) and the Independent Business Foundation. Her PhD thesis explored the role of management systems and operations research in strategic management.	1B
Collins, Professor Jock	Professor Jock Collins is Professor of Social Economics in the Management Discipline Group at the UTS Business School, Sydney, Australia. He has been teaching and conducting research at UTS since 1977. He is Co-Director of the Cosmopolitan Civil Societies Research Centre at UTS. His research interests centre on an interdisciplinary study of immigration and cultural diversity in the economy and society. His recent research has been on Australian immigration, ethnic crime, immigrant and Indigenous entrepreneurship, immigrant youth, ethnic precincts and tourism, multiculturalism, the Cronulla Beach Riots, global teachers, immigrants and the built	1D

	environment and immigrants in regional and rural Australia and the social use of ethnic heritage and the built environment. Dr Collins is the author or co-author of ten books, the most recent of which is Global Teachers, Australian Perspectives: Goodbye Mr. Chips Hello Ms. Banerjee (with Carol Reid and Michael Singh) to be published by Springer Press later this year. He is also the author of over 100 articles in international and national academic journals and book chapters. His work has been translated in Swedish, French, Japanese, Arabic, Dutch, Chinese, Portuguese, German, Turkish and Italian. Jock Collins has had visiting academic appointments in the UK, Canada, Sweden and the United States and has consulted to the ILO and OECD Contact: jcollins@uts.edu.au	
Coppock, Stuart	Stuart Coppock has built a distinguished career in risk management, corporate governance and quality standards, citing particular strength in regulatory and statutory interpretation, corporate governance and risk in law and governance. Mr Coppock has also represented the Naremburn Ward of Willoughby City Council for over twenty years and is a Life Fellow of the Australian Institute of Company Directors. Contact: stuartcoppock@optusnet.com.au	1B
Crabtree, Dr Louise	Institute for Culture and Society Western Sydney University Contact: l.crabtree@westernsydney.edu.au	3C
Do, Ms Emi	Emi Do is a PhD Candidate at the Graduate School of Agricultural Economics, Tokyo University of Agriculture.	2D
Donnelly, Robyn	Robyn Donnelly is a practising lawyer and academic. As Legal Manager for the NSW Registrar of Co-operatives she developed drafting instructions for the Co-operatives National Law. More recently she provided strategic regulatory advice to the BCCM. She has written the Community Investment Handbook for Australian Co-operatives and led the development team for the Co-op Builder, Australia's only free drafting resource for new co-operative formations. She has also drafted content for the BCCM's Get Mutual website, the primary resource for new and existing co-operatives. Robyn's research is focused on fundraising issues for co-operatives. Contact: robynannedonnelly@gmail.com	1B
Fernandoa, Sanjaya	Sanjaya Fernandoa School of Agriculture and Environment, Massey University, New Zealand. Fernando's work focuses on effects of vertical integration of cooperatives on associated smallholder farmers. Contact: P.S.Fernando@massey.ac.nz or prageethaps@yahoo.com	1E

Furneaux, Dr Craig	Dr Craig Furneaux is a Senior Lecturer at the Australian Centre for Philanthropy and Non-profit Studies and is the Subject Area Coordinator for Philanthropy and Non-profit Studies, Queensland University of Technology in Australia. Craig has over 30 years' experience leading innovation in, and researching with, non-profit organisations. Craig has a broad set of research interests which include charitable institutions and public policy, capitals of non-profits and social enterprises, and developing management capabilities. He currently serves as Associate Editor, for Nonprofit and Voluntary Sector Quarterly, which is the top journal in the non-profit sector.	1C
Garnevska, Dr Elena	Elena Garnevska obtained her MSc degree from Bulgaria (University of National and World Economics, Sofia) and a PhD degree from Bournemouth University, United Kingdom. Prior to her arrival in New Zealand, she was involved in a range of EU educational and research projects regarding designing Master courses and running market research in different European countries. Her research interests focus on agribusiness, Agricultural cooperatives, food marketing, farm and strategic management. Dr Garnevska's interests relate to New Zealand (NZ) and international agribusiness, agricultural cooperatives, food marketing and export strategies, environmental sustainability, agriculture in the EU; Central and Eastern Europe and China. She has been a reviewer for several agribusiness, farm management and rural policy journals and conferences. Postgraduate supervision includes five PhD students and three Master students. Contact: E.V.Garnevska@massey.ac.nz	1E
Gibson, Professor Katherine	Professor Katherine Gibson is an economic geographer with an international reputation for her work on rethinking economic space as a site for ethical action. Prior to joining Western Sydney University in 2009 Professor Gibson held positions as Professor and Head of the Department of Human Geography in the Research School of Pacific and Asian Studies at the Australian National University (1999-2008) and Director of Women's Studies at Monash University (1992-1995). Along with her collaborator for over 30 years, the late Professor Julie Graham, Professor Gibson developed a distinctive approach to economic geography drawing on feminism, post-structuralism and action research. Contact: k.gibson@westernsydney.edu.au	1A
Hardiyanti, Ms Heira	Heira Hardiyanti is a Consultant at Dinas Koperasi Dan UKM Kota Bandung, Institute of Indonesian Co-operative Development Studies. Contact: hardiyanti_heira@hotmail.com	2B

Healy, Dr Stephen	Dr Stephen Healy is a Senior Research Fellow at the Institute for Culture and Society, Western Sydney University. He is co-author of Take Back the Economy: An Ethical Guide for Transforming our Communities and a founding member of the Community Economies Collective. His approach to action research applies Marxist and social theory to understand cooperatives and social movements. Contact: s.healy@westernsydney.edu.au	1A
Jang, Professor Seungkwon	Seungkwon Jang is Professor of the Department of Management of Co-operatives, Sungkonghoe University, Seoul, South Korea. He has been teaching organisation theory and co-operative management while doing research on Fair Trade with postgraduate students. Contact: serijang@skhu.ac.kr	1E
Jensen, Dr Anthony	Dr. Anthony Jensen, Conjoint lecturer, Newcastle Business School, University of Newcastle. Australia. Contact: anthony.jensen@newcastle.edu.au	2D
Jeon, Jihyun	Jihyun Jeon is a Master student at the Department of Management of Co-operatives, Sungkonghoe University, Seoul, South Korea. She has participated in the Fair Trade research project funded by the Seoul Metropolitan Government and is currently carrying out research on the Fair Trade practices of Korean consumer co-operatives from a value chain approach. Contact: 2653jihyeon@gmail.com	1E
Khan, Jahanzeb	Mohammad Jahanzeb Khan is an accounting academic at Charles Sturt University and completed his doctoral studies at UNSW Sydney. His primary research interest is professional scepticism in an audit context, and has published in Accounting and Finance, Accounting Research Journal, and Behavioural Research in Accounting. During his time at Charles Sturt University he has also investigated sustainability accounting issues. Contact: jkhan@csu.edu.au	1A
Krivokapic-Skoko, Professor Branka	Professor Krivokapic-Skoko attained her PhD in ethnic entrepreneurship from Lincoln University, New Zealand. During 2001-2002 she worked with the Australian Centre for Cooperative Research and Development (ACCORD) on research projects which explored different aspects of agricultural co-operatives. Branka joined CSU in 2002 and during the last few years her research activities have focused on ethnic business communities, new forms of agricultural co-operation, and ethnic diversity in rural and regional Australia. Her research has also explored psychological contracts in the context of the theory and practice of management.	1A, 1C, 1D

	Branka has published in the area of mixed methodology, and the Boolean-based comparative method, and has recently worked as Chief Investigator on two large projects funded by the Australian Research Council and Rural Industry & Rural Development Corporation on ethnic communities and the built environment in Australian cities; and new immigrants in regional and rural Australia. Presently Branka teaches undergraduate and postgraduate Economics and Management courses at Charles Sturt University. Contact: bkrivokapic@csu.edu.au	
Lakshmi, Ms A. J.	Ms. Lakshmi A. J. is Assistant Professor at the Department of Commerce, Sree Narayana College, Chempazhanthy. Thiruvananthapuram, Kerala. Contact: Kerala lakshmi.aj@gmail.com	1D
Lewis, Dr Clifford	Lecturer in Marketing at Charles Sturt University, Dr Lewis completed his PhD in Tourism Marketing focusing on how places could position themselves as fashionable destinations. He holds a Bachelor of Commerce (Honours) degree from the University of Wollongong for which he was awarded the University Medal before moving into the Market Research Industry and working as a consultant for a range of private and public sector clients. During this time, Lewis worked on projects related to new product development, service creation and implementation, customer relation management, pricing strategies, brand development, and marketing communications. Contact: cllewis@csu.edu.au	1A, 1C
Malherbe, Alexander	Alexander Malherbe has completed an MBA and Master level thesis by research from Deakin University, having produced several doctoral level papers. With fifteen years of experience in management, operations, governance, and mergers and acquisitions, Malherbe recently submitted his PhD thesis in November 2019 at the University of Waikato, New Zealand with a focus on governance.	1B
Manjula, Dr R	Dr. R. Manjula is an Assistant Professor, Centre for Decentralisation and Development, Institute for Social and Economic Change, Bengaluru. She has been working on issues relating to decentralization, public works programme, public service delivery, child labour, social security, women leadership in panchayats, cooperatives and health insurance. She is currently involved in research projects on the above themes and is collaborating with researchers from UK and Japan. She was an Academic Visitor at the Department of Economics,	3E

	University of Oxford. She has co-authored several publications in the form of books and research papers in national and international journals. Contact: manjula@isec.ac.in	
Marjanovic, Professor Olivera	Professor Olivera Marjanovic completed her PhD in Information Systems from the University of Queensland and currently works as full Professor at the School of Professional Practice & Leadership, Faculty of Engineering and IT at the University of Technology Sydney. Marjanovic also holds a Master research degree (Major in IS and CS) from the University of Belgrade and a Bachelor of Electronic Engineering (Honours) (Major in IS and CS) from the University of Sarajevo. Having published widely, including in the schools of IT, business and education, Professor Marjanovic has recently investigated the ways in which IT enables new forms of working and organising, as well as the growth, decline and revival of cooperatives in the Australian context. Contact: Olivera.Marjanovic@uts.edu.au	1A, 1C, 3B
McNeill, Dr Joanne	Dr Joanne McNeill is a Research Project Manager and Research Fellow, currently working across several universities in Australia. Her research and 15+ years prior professional experience engages with social innovation 'ecosystems' - including around social enterprise, cooperatives, social procurement, financing, legal structures, capacity building, and demonstrating 'impact'. She is a Churchill Fellow, awarded in 2008. Contact: j.mcneill@westernsydney.edu.au or joannetmcneill@gmail.com	1A
Morrison, Professor Mark	Professor Mark Morrison is Associate Dean, Research in the Faculty of Business, Justice and Behavioural Sciences. In recent years his research has been funded by the Australian Research Council (Discovery and Linkage Grants), Indigenous Business Australia, NSW Environmental Trust, Land and Water Australia, Country Energy, Trade & Investment NSW and CareWest. Mark's research interests include non-market valuation, technology adoption, market-based instruments, Indigenous entrepreneurship, climate change communications and human resource management. He has conducted consultancies for the Murray-Darling Basin Authority, CSIRO, NSW Department of Environment and Conservation, Marsden Jacob, the Allen Consulting Group, the Phonographic Performance Company of Australia, Fitness Australia, Museums & Galleries NSW, the Australian Communications Authority, and the Australian Bureau of Agricultural and Resource Economics. Contact: mmorrison@csu.edu.au	1D

Mustapa, Professor Kamal bin Maulut	Prof Dr Mustapa Kamal bin Maulut, Dato' Seri Chairman of Consortium Cooperative of Ukhwah Commodity Limited, Contact: datoserimustapa@gmail.com	3A
Oczkowski, Professor Eddie	Professor Eddie Oczkowski is a Professor in applied economics and quantitative methods. Eddie's previous appointments include tutor at La Trobe University (Bundoora), Head of School of Management at CSU, co-director of the Australian Centre for Co-operative Research and Development (ACCORD) and the Director of Graduate Studies at CSU. Eddie has over 25 years teaching experience in areas such as Microeconomics, Macroeconomics, Managerial Economics, Applied Econometrics, Business Forecasting, Business Research Methods, and Higher Degree research supervision. Eddie's expertise is applied econometrics with an emphasis on limited dependent variables, modelling markets for agricultural products and structural equation modelling applications to marketing and management. Previous research interests have covered areas such as: modelling agricultural disequilibrium markets, hedonic wine pricing, bargaining in the coking coal trade, the demand for eggs, Australia's bilateral aid allocation, agricultural co-operatives, air-travel demand and marketing, and HRM applications of structural equation modelling. Eddie has received external grant funding from organisations such as NSW Department of Fair Trading, RIRDC and NCVER and has conducted various consultancies for local businesses and regional councils. Contact: EOczkowski@csu.edu.au	1D
Paleri, Mr Rameshan	Rameshan Paleri, Chairman, ULCCS Contact: president@ulccsltd.com	2C
Paranjothi, Dr T	Director, ACSTI, Monvila, Trivandrum Contact: paranjothi.t@gmail.com	3C
Pinto, Ms Elsa Joaquina Araujo	Elsa Joaquina Araujo Pinto, Master Student Peace and Conflict Studies Department at the Universidade National Timor Lorosae Contact: epelsapinto@gmail.com	2C
Psaros, Joanna	Joanna Psaros holds a combined bachelor's degree in Arts/Law from the University of Newcastle and a master's degree in Law and International Development from the University of Sydney. Her area of focus is the interplay between labour law and human rights in the context of international development and orations. A passionate advocate for community justice and international development, Psaros has worked in project coordination, law, research, and industrial relations as well as contributing to the public discussion on contract law, corporate	1B

	practice, and industrial ethics. Presently, Psaros works in industrial relations with the Master Builders Association and as research assistant with the University of Newcastle.	
Radhika, Dr R	Dr.R.Radhika- Asst Professor, Kerala Veterinary and Animal Sciences University Contact: radhikar@kvasu.ac.in	2C
Rajasekhar, Professor D	D. Rajasekhar is a Higher Academic Grade Professor in Economics at the Centre for Decentralisation and Development, Institute for Social and Economic Change, Bengaluru. He was Visiting Scholar at the Universities of Oxford, Melbourne, Sussex and at the Centre for Development Research, Copenhagen. With specialisation in decentralization, social protection, and microfinance, he served in policy bodies of the government. He published 20 books, monographs and 80 articles in refereed journals. He is collaborating with researchers from UK, Japan and Australia in undertaking research studies relating to decentralization, cooperatives, poverty reduction, delivery of public services and social protection. Contact: raja@isec.ac.in	2B
Raju, Prof. G.	Prof. (Dr.) G. Raju holds the office of Dean and Head of the Department of Commerce, School of Business Management & Legal Studies, University of Kerala, Thiruvananthapuram, Kerala. Contact:rajmukal@yahoo.co.uk	1D
Ramilan, Dr Thiagarajah	Dr. Thiagarajah Ramilan is a Scientist at the International Crops Research Institute for the Semi-Arid Tropics. He holds a PhD in Natural Resource Economics and Postdoctoral Fellowship in Water Resources Economics from the University of Waikato, New Zealand. Before that he was Honorary Research Fellow at Melbourne School of Land and Environment where he contributed to the research on efficiency of African farming systems and economic analysis of climate adaptation in South East Australian farms. In New Zealand he worked as a climate change policy analyst- for the Ministry of Agriculture and Forestry, where he functioned as a technical expert for modelling projects in environmental economics. In Sri Lanka he worked as a lecturer in environmental and natural resource economics at Eastern University and he also served as an economist for a FAO micro irrigation project in Sri Lanka.	1E
Rengel Goncalves, Anna Paula	Anna Paula Rengel-Goncalves is a PhD candidate in the Newcastle Law School and has recently published work on environmental services and agroecology in the Brazilian context. She is co-author of the scientific article titled Climate Change, Ethanol and Sustainability: Burning Sugarcane Straw in Debate, which has become one of the chapters of the book *Climate Change - Legal, Economic, and Socioenvironmental*	1D

	Challenges on the Legal Problematization of Climate Change, under the coordination of Márcia Leuzinger, Sandra Cureau and Solange Telles da Silva. She is also co-author of the chapter 'Protecting Indigenous Peoples in the 1988 Constitution' on the evolution of constitutional treatment of indigenous peoples, which is part of the book *The Rights of Indigenous Peoples in Brazil: Challenges of the 21st Century*, under the coordination by Carlos Marés de Souza Filho and Raul Bergold. Co-author of the book *250 questions of Environmental Law*, she has experience in researching the release of genetically modified organisms in Brazil. Contact: ana.rengelgoncalves@uon.edu.au	
Rupakheti, Deepakar	Program manager, Nepal Agriculture Cooperative Central Federation Limited, Bakhundole, Lalitpur	3C
Scaife, Dr Wendy	Wendy Scaife (Bachelor of Business (Communication), Master of Business Management, PhD) has worked in, studied and taught philanthropy and fundraising for 27 years and presents internationally on these topics. Her 14 years of work at ACPNS spans the cause/giver spectrum, including national project leadership of Giving Australia, book chapters on giving in Australia, and a comparison of fundraising in 26 countries. She has also conducted in-depth research on bequests, major gifts, foundation decision making, non-profit boards, CEOs, and performance measurement as well as about giving to specific areas such as medical research, education, women and girls, Indigenous needs, and the arts. Wendy served on both the Research Australia Philanthropy and National Compact Steering Committees. Volunteer roles include the Association of Fundraising Professional's Research Council (US), Fundraising Institute Australia's Codes Taskforce, and its Professional Development, and Giving Campaign Committees, Charities Aid Foundation Research Committee, chairing a small heritage project, and serving on a grants committee for the Foundation for Rural and Regional Renewal. Prior to joining ACPNS Wendy was a state CEO/national Deputy CEO of a major health non-profit. Previously she lectured in QUT's School of Communication and worked in-house and as a consultant.	1C
Scott, Ms Amanda	Contact: Amanda.scott@scu.edu.au	2D
Scrimgeour, Professor Frank	Professor Frank Scrimgeour attained his PhD at the University of Hawaii in 1989, and his research focuses on the economics of agriculture, economics of the environment, regional economics and financial economics. He is editor-in-chief for the Australian Journal of Agricultural and Resource Economics, the highest ranked economics journal in the Southern Hemisphere.	1B

	He is a past president of both the New Zealand Agricultural and Resource Economics Society and the New Zealand Association of Economists, as well as being awarded life membership of the latter in 2012. Previously Dean and currently Professor of Economics and the University of Waikato, Dr Scrimgeour is committed to research-informed teaching and research that informs economic policy and business practice.	
Sethumadhavan, Dr T.P.	Dr.T.P.Sethumadhavan**,** is the Director of Education at the 94 year old ICA member Co-operative Uralungal labour contract co-operative society ULCCS in Kozhikode, Kerala, India. He is instrumental in establishing skill development, education, entrepreneurship, agribusiness and international collaborations for ULCCS Ltd. ULCCS launched Indian Institute of infrastructure and construction and DDU GKY in Kerala to promote skill development and employability of educated youth. Centre of excellence programme for Schools, collaborative programme with Cambridge England, integrated agriculture project, Cold chain dairy project, etc. are some his initiative as the Director of UL Education. Dr.Sethumadhavan was former Director of Entrepreneurship at Kerala Veterinary and Animal Sciences University. He did his graduate programme from Kerala Agricultural University and research from Smithsonian institution, Washington DC, University of Bristol, University of Reading UK and Indira Gandhi National Open University. He has published more than 160 scientific articles and 40 books. Moreover, he is a columnist in leading dailies and journals. He is the research associate for the Research Project of ICA and CICOPA on Cooperatives in industrial and service sectors in the Asia-Pacific region and co-author of the book on *Waking Asian Co-operative Giant* to be published by Elsevier publishers. Contact: sethu@ulccsltd.com	2C, 3C
Shadbolt, Professor Nicola	Professor Nicola Shadbolt has built a distinguished career in delivering farm and agribusiness management research and education - risk, strategy, business analysis, cooperatives; Elected director of Fonterra Cooperative; Director of the International Food & Agribusiness Management Association and represents NZ in the International Farm Comparison Network (IFCN) in Dairying; Editor of International Food and Agribusiness Management Review and International Journal of Agricultural Management; Fellow of the New Zealand Institute of Primary Industry Management and the Australian Institute of Company Directors. Professor Shadbolt has developed an in-depth understanding of global farming and agribusiness and was awarded Officer of NZ Order of Merit for services to agribusiness in 2018.	1E

Siebel, Dr Stefan R.	Stefan R. Siebel is a researcher at RMIT's Centre for Urban Research in Melbourne. Calling from the industrial Ruhr valley of Germany, he earned a master's in Human Geography and helped mediate labour disputes as an organisational consultant. His doctorate on cooperative globalisation brought together his lifelong passion for workplace democracy, empowerment through participation, and social justice with his experience as a facilitator, change manager, and political scientist. Stefan's research interests range from sustainable development, automation, and the future of work to cooperative networks, social movements, and solidarity economics. Contact: stefan.siebel@rmit.edu.au	3A
Singh, Ms Simren	Simren Singh works as a Program Officer with ICA Asia and Pacific under the ICA-EU Partnership on Cooperatives for Development. At ICA-AP, she oversees research work under the partnership and serves as the Secretary of Thematic Committees on Youth and Cooperatives in Educational Institutions. She has over five years of work experience in Programme Monitoring and Evaluation with a focus on streamlining results-based M&E systems across Gender, Education, Livelihoods and Health programmes; and project development for women's empowerment in India. She holds an M.A. in Politics (specialization in International Relations) from Jawaharlal Nehru University and a B.A. (Economics and Political Science) from Lady Shri Ram College for Women, University of Delhi. Contact: simren.singh@icaap.coop	1D
Small, Felicity	Felicity Small is a senior lecturer in Marketing (Charles Sturt University). She has previously worked for an import/export company trading primarily with Russia. She has also held a variety of teaching roles including positions in countries such as Japan and Britain. Felicity's research areas are in consumer behaviour, marketing communications, and marketing research. Her recent projects have focused on social inclusivity in regional areas and the use of social media as a tool for information diffusion. Contact: fsmall@csu.edu.au	1A
Souza, Professor Maria de Fatima Arruda	Maria de Fatima Arruda Souza a professor in the Management Department at the Federal University of Tocantins (UFT), Brazil where she has been a faculty member since 2011. Her two bachelor's degrees are in Business Administration and Agronomy. She completed her M.Sc. in Education at the Catholic University (PUCPR), Brazil in 2001 and her Ph.D. in Management at the University of Minho, Portugal in 2018. Her research activities are focused on cooperatives management,	3D

	entrepreneurship and management education but not limited to them, since she approaches life with systemic thinking. Contact: mfarrudasouza@gmail.com	
Taylor, Mr Anthony	Anthony Taylor is a Policy Officer Business Council of Co-operatives and Mutuals. Contact: anthony.taylor@bccm.coop	2B
Tray, Bunthan	Bunthan Tray works as a freelance Senior Research Consultant in agribusiness and trade, with close to a decade of work experience in socioeconomic analysis. Tray is currently studying a Master in Agribusiness/Agricultural Business Operations with a focus on marketing strategies, cooperative governance and management, and agricultural extension and consultancy..	1E
Verma, Sanjay Kumar	Sanjay Kumar Verma is Deputy Director National Cooperative Union of India Contact: svvermas318@gmail.com	3A
Wallace, Mr Duncan	Duncan Wallace is a PhD Student and Teaching Associate at Monash Law School.	2A
Zhu, Mr Jiang	Jiang Zhu is a full time PhD student in the School of Professional Practice & Leadership, Faculty of Engineering and IT at the University of Technology Sydney. Jiang has received a Master of Commerce (Major in Finance and Business Analytics) from the University of Sydney and a Bachelor of Applied Finance from Macquarie University. Jiang has been a research assistant of Professor Olivera Marjanovic on the ARC project Co-operatives in Australia: Explaining Growth, Decline and Revival, focusing on the development and maintenance of the Visual Atlas of Australia Co-ops. Contact: Jiang.Zhu@uts.edu.au	1C, 3B

Alphabetical list of abstracts by lead author's last name

LAST NAME	FIRST NAME	CO-AUTHORS	PAPER TITLE	SESSION
Agarwal	Kanksshi		Promoting Decision Making Skills amongst women through the platform of Self-Help Groups	Session 3E Co-operative empowerment of women, youth and indigenous communities
Akilandeesari	S.V.		Sustainability and Empowerment of Rural Women Artisans-A Case Study of the Manapad Women Workers Palm Leaf Industrial Cooperative Society Limited in Tamil Nadu, India	Session 2C Gender Equality in Co-operative Governance
Al-Ghattas	Hussein	Professor Olivera Marjanovic	How can analytics drive organizational resilience in the CME sector?	Session 1C Co-operative capital, finance and banking
Altman	Hannah	Morris Altman, Louise Lamontagne, and Francis Odhuno	Economies of Scale Amongst Coffee Co-operatives in Papua New Guinea: A Competitive and Co-operative Advantage	Session 3A Co-operation among co-operatives
Altman	Morris		Australia's Co-operative Sector Direct Contribution to Australian Employment for 2018	Session 1A Cooperatives, sustainability, resilience and regional development
Altman	Morris		Microcredit Organisations and Social Enterprise and the Road Socioeconomic Perdition and the Member-Owned, Co-operative, Alternative	Session 2E Data and measurement for improved co-op performance, impact and accountability
Ammirato	Piero		Co-operative resilience during and following the global financial crisis	Session 2E Data and measurement for improved co-op performance

Araujo Pinto	Elsa Joaquina		The Role of Women in cooperative setting: A case Study in Timor-Leste'	Session 2C Gender Equality in Co-operative Governance
Bennison	Linda	Craig Furneaux and Wendy Scaife	A framework for understanding grower perceptions of accountability	Session 1C Co-operative capital, finance and banking
Chikamoto	Satoko		Effects and Significance of Supporting Families with Babies and Toddlers Provided by Small Worker's Co-operatives And Non Profit Organizations in Japan The Research Based on Parents, Workers, and City-Governments	Session 3C Co-operative delivery of public services and co-operative education
Christie	Neha		What does social capital do? Examining the roots of Cooperatives in Gujarat state in India	Session 2D Co-operative theories and case studies
Coppock	Stuart		Concept of Mutuality and "mutuals", co-operatives and not for profit organisations	Session 1B Legal and institutional parameters and barriers to co-operative growth
Crabtree	Louise	Sidsel Grimstad, Joanne McNeill, Neil Perry, and Emma Power	Articulating value in cooperative housing	Session 3C Co-operative delivery of public services and co-operative education
Do	Emi		Finding Co-operativism Through Participation: A case study of Member Programs and their Relationship with Active Membership	Session 2D Co-operative theories and case studies
Donnelly	Robyn		Fundraising for Australian co-operatives: Has the Co-operatives	Session 1B Legal and institutional parameters and barriers to co-operative growth

Fernando	Sanjaya	Elena Garnevskab, Thiagarajah Ramilanb,and Nicola Shadbolt	Cooperatives' vertical integration and smallholders' performance	Session 1E Strengthening co-operative advantage using value and supply chains
Goundar	Arishma		Cooperation of pacific cooperatives in combating gender inequality in the pacific island countries.	Session 2C Gender Equality in Co-operative Governance
Hardiyanti	Heira		Worker co-ops in indonesia the invisible co-operatives	Session 2B Worker Co-ops and Decent Work
Healy	Stephen	Joanne McNeill, Katherine Gibson and Jenny Cameron	Manufacturing a Response to Climate Change: Growing Co-Operatives, Cooperation and Regions	Session 1A Cooperatives, sustainability, resilience and regional development
Jensen	Anthony		Theoretical model explaining emergence and trajectory of co-operatives in Asia	Session 2D Co-operative theories and case studies
Jeong	Jihyun	Seungkwon Jang	Local institutionalization of a global institution through the collaboration between institutional logics: the case study of Local Fair Trade in Korea	Session 1E Strengthening co-operative advantage using value and supply chains
Kamal bin Maulut	Mustapa	Dato' Seri, Dr Shayuti Mohamed Adnan, Dr Arriffin Mansor, and Muzlina Mustafa	Second cooperative apex body could be fertiliser to economic growth of cooperative and country	Session 3A Co-operation among co-operatives
Karanjar	Anil		Social transformation: a case on mann deshi mahila sahakari bank	Session 2C Gender Equality in Co-operative Governance
Khan	Jahanzeb	Felicity Small and Branka Krivokapic-Skoko	Becoming Sustainable: The Investment Choices and Challenges Facing Regional Co-operatives in Australia	Session 1A Cooperatives, sustainability, resilience, and regional development
Krivokapic-Skoko	Branka	Professor M. Morrison, Professor	Factors influencing the success of Indigenous co-	Session 1D Co-operative

		E. Oczkowski, and Professor J. Collins	operative businesses in Australia	empowerment of women etc
Kumar	Ajit	Dr Ajit Kumar and Dr Ashish Srivastava	When and why cooperative banks fail? Is this inevitable? A case of urban cooperative banks in india	Session 2E Data and measurement for improved co-op performance, impact and accountability
Lakshmi	A. J	Prof. (Dr.) G. Raju	Role of Cooperatives in Assimilating Indigenous Community: An Indian Experience	Session 1D Co-operative empowerment of women, youth and indigenous communities
Lewis	Clifford	A/Prof Branka Krivokapicskoko and Prof. Olivera Marjanovic	Saving rural communities through tourism marketing cooperatives	Session 1A Cooperatives, sustainability, resilience and regional development
Malherbe	Alexander	Prof Frank Scrimgeour and Delwyn Clarke	The Cooperative Constitutional Document: An Underutilised Tool for Member Governance	Session 1B Legal and institutional parameters and barriers to co-operative growth
Malherbe	Alexander	Scrimgeour, and Clarke	Member Voice and Influence: Perceptions, Sentiments, and requirements of Dairy Co-operative Members in Australasia	Session 3D New models and innovations in agricultural co-ops
Manjula	R		Dairy Cooperatives and Empowerment of Women: A Study in Karnataka	Session 3E Co-operative empowerment of women, youth and indigenous communities
Marjanovic	Olivera	Mr Jiang Zhu, Associate Professor Branka Skoko-Krivokapic, and Dr Clifford Lewis	Will the Real Data Coop Stand Up! Data cooperatives in the Coop Sector –Current Challenges and Future Opportunities	Session 1C Co-operative capital, finance and banking
Marjanovic	Olivera	Mr Jiang Zhu	A Taxonomy of Platform Co-ops: Towards an Understanding of Different	Session 3B Platform Co-operatives

			Value Creation Mechanisms	
McMaster	Robert	Anthony Jensen	Worker Co-operatives: Preserving Decent Work The case of C -Mac Industries (Co-operative)	Session 2B Worker Co-ops and Decent Work
McNicoll	Yolande	Professor Yuval Millo, Dr Paul Thambar, Dr Sarah Adams, Professor Matthew Hall, and Ms Wenshi He	'Who am I & why do I matter?' How marginalised organizations seek to demarginalise.	Session 2A Co-operative theories and case studies
Paranjothi	T.	Dr.T.Paranjothi and Sunitha Sahadevan	Cooperative Education A Study with Reference to Kerala (India)	Session 3C Co-operative delivery of public services and co-operative education
Psaros	Joanna		"Comparing co-operatives with corporations for social responsibility aims and outcomes"	Session 1B Legal and institutional parameters and barriers to co-operative growth
Rajasekhar	D		Worker Cooperatives and the Protection of Decent Work: Evidence from Karnataka, India	Session 2B Worker Co-ops and Decent Work
Rengel Goncalves	Ana Paula	Dr. Elena Aydos	Waste pickers' cooperatives integration in the Brazilian waste management systems through payment for environmental services	Session 1D Co-operative empowerment of women, youth and indigenous communities
Rupakheti	Deepakar	Abhinash Paudel	Small farmer agriculture cooperative limited as a poverty reduction programme: a case study of makawanpur district, Nepal	Session 3D New models and innovations in agricultural co-ops
Saikia	Uttam Kumar		Strengthening Value Chains of Ginger Producer Cooperatives: A Study in India	Session 1E Strengthening co-operative advantage using value and supply chains
Scott	Amanda	Ms Lorraine Gordon, Professor	How Collaborative are Cooperatives? The tale of	Session 2D Co-operative

		Robyn Keast, Associate Professor Geoff Woolcott, Dr Dan Chamberlain, and Dr Deborah Che	two new cooperatives in Australian Agriculture: their success and sustainability	theories and case studies
Sethumadhavan	T.P.	Rameshan Paleri and Dr.R.Radhika	Case study on women empowerment and role of co-operatives in agri production, processing and value addition	Session 2C Gender Equality in Co-operative Governance
Sethumadhavan	T.P.	Rameshan Paleri	Role of ULCCS in education and skilling for co-operatives in Asia Pacific region	Session 3C Co-operative delivery of public services and co-operative education
Siebel	Stefan R.		Participatory globalisation through cooperative networks -A typology of decision-making processes in transnational cooperatives	Session 3A Co-operation among co-operatives
Singh	Simren	Arielle Romenteau (Ms.), Jeffrey Moxom (Mr.), Carlos Gonzalez (Mr.), and Mr. Melvin Khabenje (Mr.)	Cooperatives and the ICA-EU Partnership: Bridging the Gap between Youth and the Cooperative Movement with Practitioner Thematic Research on Youth	Session 1D Co-operative empowerment of women, youth and indigenous communities
Souza	Maria de Fatima Arruda		Environment and organisational capacity of portuguese wine cooperatives	Session 3D New models and innovations in agricultural co-ops
Taylor	Anthony		Mapping the worker co-operative sector in Australia: size, types and operating environment	Session 2B Worker Co-ops and Decent Work
Thambar	Paul	Professor Mathew Hall, Dr Sarah Adams, Dr Yolande McNicoll, Professor Yuval Millo, and Ms Wenshi He	Measuring mutual value: a field study of cooperatives and mutual enterprises in Australia	Session 1C Co-operative capital, finance and banking
Tray	Bunthan	Elena Garnevska and Nicola Shadbolt	Linking smallholder producers to high-value markets through producer cooperatives: A case study	Session 1E Strengthening co-operative advantage using value

			of vegetable producer cooperatives in Cambodia	and supply chains
Verma	Sanjay Kumar		Innovative Ways to Strengthen Cooperative Movement in India through Cooperation Among Cooperatives.	Session 3A Co-operation among co-operatives
Wallace	Duncan		Freedom, slavery and co-operatives	Session 2A Co-operative theories and case studies
Webster	Anthony		Learning from the History of British Consumer Co-operation in the Asia-Pacific Region 1863 to 2019: Empire, Ethics and Efforts at Co-operative Collaboration	Session 2A Co-operative theories and case studies
Zhu	Jiang	Professor Olivera Marjanovic	Understanding Social Impact of Platform Co-ops	Session 3B Platform Co-operatives

Industry Panels

The 14th ICA-AP CCR was the first time this conference was held in Australia. To showcase the role, resilience and innovation of co-operatives and mutuals in Oceania, Australia and the Newcastle region in particular, four industry panels were held during the conference. The four panels explored the contribution, impact, innovation, and potential for collaboration of co-operatives and their networks at various levels. The following is a brief overview of each panel and its speakers.

Video recordings of all four industry panels are available at the following link: https://www.newcastle.edu.au/faculty/business-law/conferences/14th-ica-asia-pacific-research-conference/conference-session-recordings

Industry Panel 1:

Co-operatives' and mutuals' contribution to regional economies –

"How the power of many supports regional economies"

Industry Panel 2:

Co-operative Innovation for Sustainability and Equity –

"How co-operative innovation and digital technology can contribute to the achievement of sustainable development goals."

Industry Panel 3:

Cooperation among Cooperatives: Oceania and the South Pacific – "Opportunities and Barriers to Co-operation and Co-op Education and Training"

Industry Panel 4:

Food security and sustainable agriculture –

"Future food systems: the role of agricultural co-operatives"

Industry Panel 1: Co-operatives' and Mutuals' contribution to regional economies –

"How the power of many supports regional economies"

About the panel

Co-operatives are most often place-based businesses that emerge from and are embedded in their local community. Yet co-operatives are often invisible but vital and resilient contributors to the regional economy and development and social outcomes in the community. This panel explores the experience of co-operative managers in our local and regional areas. Questions fielded by the panel members in this session included:

- What factors led to the establishment of the co-operative or mutual, and why was it established as a member-owned enterprise?
- Why have these local cornerstone enterprises have been able to survive, thrive and grow through fluctuating economic conditions?
- What role does a focus on member value, collaboration and networking, business development and innovation, education and training play in resilience and regional development?
- What are the main challenges for the co-operative or mutual sectors ahead?

The Panelists

Facilitator: Trevor Stuart – Ai Group

The Australian Industry Group (Ai Group) is a peak employer organisation representing traditional, innovative and emerging industry sectors and has existed for 140 years. Ai Group represent the interests of more than 60,000 businesses employing more than 1 million staff.

Mr. Boris Novak, Industry Advisor, HunterNet Co-Operative Limited

The HunterNet Co-operative has over 200 manufacturing and engineering member firms and is known nationally and internationally as a successful business 'cluster' co-operative model that delivers business support to its members in national and international infrastructure & asset management, energy & resources, and defence. HunterNet tells a great story of resilience, agility and collaboration, as it emerged out of necessity with the dismantling in the mid-90s of Newcastle's two key industries: Australia's largest iron smelter, BHP and the ship-building industry in the harbour. Today HunterNet Co-operative provides its members in the Hunter/Newcastle region with a range of support services, including business development, marketing, communications, innovation, policy advocacy, training, education, and industry specific support forums.

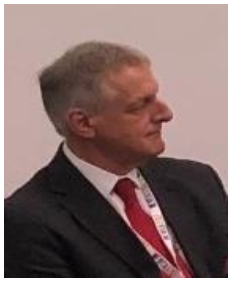
https://www.youtube.com/watch?time_continue=18&v=Pgl1XhrIH1c&feature=emb_logo

Mr. T.P. Sethumadavan is the Director of the Education Department of the Uralungal Labour Contract Co-operative Society.

In February 1925, Guru Vagbhatnanda launched the Uralungal daily laborer's co-operative society in Northern Kerala. Today ULCCS is one of the largest labour contract co-operative societies in Asia, employing 6500 workers, providing salaries 30% above industry average, and access to loans, pension and health insurance. Their main business operations involve large infrastructure and constructions projects, agriculture and IT/ITES, cybertechnology, housing and tourism development. The ULCCS Foundation offers education and aged care and health care solutions for the poorer people in the community. ULCCS has through its strong commitment for worker welfare and community benefits contributed vastly to the development of many Indian regions. https://www.youtube.com/watch?v=YCG6LyJtyic&feature=emb_logo

CEO Robert Gauta, Commercial Fishermen's Co-operative, Newcastle

The Commercial Fishermen's Co-Operative commenced in 1945 to provide services to the local commercial fishers. It has 6 receiving depots located over a 200km coastline area between Tuggerah and Seal Rocks, it also operates 4 retail seafood shops with administration located at Wickham Head Office in Newcastle. The co-op has 110 members and employs 50 local people. The Co-op is the single largest supplier of Fresh Seafood to Sydney Fish Market, providing around 8% of total NSW supply. The Commercial Fishermen's Co-op pursues strict environmentally sustainable practices at all levels of operation. Including sustainable harvest of fish and installation of solar panels and energy saving upgrades. Commercial fishing plays an important part of the social and economic fabric of communities along the coastline. https://www.youtube.com/watch?v=YtjJVMC--S8



CEO Geoffrey Succombe, Mutual Bank, Maitland, NSW, Australia

Serving the Maitland and its members for 130 years, the Mutual Bank was founded in 1888, our commitment to our members has never waved, pushing through even the toughest of times — the Great Depression, two World Wars, soaring interest rates, and of course, the 1955 Maitland Flood. The Mutual today offers an extensive range of financial products that are helping families own their dream homes, enabling local businesses to grow, and teaching our youngest members about the importance of financial literacy through our Bank at School program.

Director Kate Davies, Tooraweenah Prime Lamb Marketing Co-operative Ltd (TPLMC), Gilgandra, NSW, Australia.

TPLMC is a Co-operative with over 90 prime lamb and merino lamb producing members. The majority of its members are in the region spanning from Tullamore to Nyngan and from Wellington to Gunnedah as well as producers in far northern NSW and southern Qld. Established in 1995 a group of farmers specialising in prime lamb production in order to remove some of the variables from their profession and drive confidence and stability through the market. , http://tplmc.com.au/

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Industry Panel 2: Co-operative Innovation for Sustainability and Equity –

"How co-operative innovation and digital technology can contribute to the achievement of sustainable development goals."

About the panel

Co-operatives emerge to solve issues of income inequality, lack of bargaining power, and access to services that are no longer available in the public or private sectors. In the sharing economy, digital platforms like Uber, UberEats, Amazon and Airbnb may be working well for consumers, but they are contributing to precarious work, loss of local communities and widening inequalities. In addition, society is increasingly faced with complex environmental and social problems.

The members of this panel discussed practical examples of how co-operatives can provide innovative and alternative solutions to wicked problems with a focus on the following areas:

- Concrete examples of ways that co-ops are tackling problems including precarious work, sustainable development goals, waste recycling, and renewable energy.
- Looking at the potential of the cooperative business model to contribute to youth employment and regional development.
- The key features of platform co-operativism as an alternative to extractive digital platforms in the sharing economy.
- New co-operative networks and processes that encourage innovative thinking and support start-up co-ops and co-operative entrepreneurship.

The Panellists

Facilitator: Ms. Bronwen Morgan – Professor at UNSW Law School

Bronwen Morgan is a socio-legal scholar working at the intersection of law and social science, with a strong interest in new and diverse economies, mostly of the kind affiliated with solidarity and the creation of a commons. Her empirical focus has included energy, food, water, and new kinds of lawyers. She has longstanding research interests in regulation, especially the tension between deploying technical expertise on the one hand and collective commitments to democracy and conviviality on the other hand.

Molly Kendall – Coordinator of Resource Work Co-op.

Resource Work Cooperative is a not-for-profit, self-funded worker's cooperative based in Hobart, Tasmania. It is Australia's largest not-for-profit worker owned co-operative. Founded in 1993, it now employs 35 members, who democratically govern the social enterprise. The co-op is involved in a variety of waste recycling activities and educational programs about waste reduction; The co-op has three main objectives: 1) To create employment; 2) To reduce landfill and 3) To promote waste minimisation in the community. Molly is also convenor of

‘Cooperatives Tasmania’, an advocacy and networking group inspired by a barrage of inquiries into cooperative structure.

http://www.resource.coop/ Reuse Recycle Resource Waste Solutions – Hobart, Tasmania

https://www.youtube.com/watch?v=TyC5warficM

Mr. Andrew Ward – Director of the Co-op Incubator, NSW/Victoria, Australia

The Co-op Incubator is an incubator for Member-Owned Enterprises. The co-op incubator was set up to address the need for support of co-operative businesses through an incubation period when forming the co-op. Incubator.coop allows projects (pre-formation co-operatives) and people to find a common arena to develop and share co-operative ideas, skills and administrative advice in order for the co-operative to be formed and registered. The co-op incubator is itself a co-operative, and members are people who would like to share and participate in these ideas. The co-op incubator is located online on a digital platform, but also organizes face to face weekend workshops. https://www.incubator.coop/.

https://www.youtube.com/watch?v=ZnlQtjfVqK0

Mr. Rohan Clarke – Geddup Platform Co-operative, Melbourne

Rohan Clarke works with co-operatives to develop shared technology and financing solutions. Bringing together 17 years’ experience in global financial markets, with 10 years working in community organising, he offers a unique perspective on co-operative development. Rohan is co-founder of Geddup, that is transitioning to become a platform co-op owned by the schools, community groups, trade unions and foundations that use it. He is also a Director of Co-operative Bonds, Treasurer and co-founder of the Co-op Incubator, and co-founder of a community art space, Makers Window. https://www.youtube.com/watch?v=imh8HDebALs

David Davies – Founder, CEO Ag Unity

David is the founder of AgUnity and FAC Global Agripreneur of the Year 2018. He is working on UN SDG’s, elimination of poverty and increasing smallholder farmer incomes. AgUnity is a philanthropic venture applying blockchain and smartphone technology to improve the lives of small farmer co-operatives in developing countries. Widely recognized by major NGO's and winner of many AgTech and philanthropy awards and accolades. https://www.agunity.com/

Industry Panel 3: Co-operation among Co-operatives – Oceania and the South Pacific –

"Opportunities and Barriers to Co-operation and Co-op Education and Training"

About the panel

Co-operatives are guided by seven internationally agreed principles and values that prioritise democracy, self-help, equity and solidarity, while providing both economic and social returns to their members. The sixth cooperative principle urges cooperatives to cooperate with each other, in order to improve services, bolster local economies, and deal more effectively with social and community needs. There are clear economic benefits for co-operation among cooperatives. This panel brings together CEO's from peak bodies and cooperative registrars from the South Pacific to discuss the opportunities and barriers for cooperation among cooperatives within each country and within the region with a focus on co-op education and training.

The panel discussion focussed on the following areas:

- The size of the co-op sectors within each country.
- Opportunities and barriers of cooperation between cooperatives within each country, and for increased cooperation between cooperatives in the Asia Pacific.
- Potential for cooperation around co-operative education and training in the region.

The Panellists

Facilitator: Sam Byrne, Secretary, The Co-op Federation, Australia

The Co-op Federation is the peak body for co-operatives in NSW and Victoria. It is a member-based organisation which assists people to set up, develop, manage, govern and even close co-operative enterprises in all sectors of the economy and society. It assists co-operatives in their relations with government, improve the exchange of information among co-operatives and maintains links with co-operative organisations interstate, nationally and internationally. https://fed.coop/

Ms. Melina Morrison, CEO Business Council of Co-operatives and Mutuals

The Business Council of Co-operatives and Mutuals (BCCM) was established as Australia's only peak body for co-operatives and mutuals across all industries in 2013. BCCM works to increase awareness of these businesses and their important contribution to the national economy and community development of Australia. The BCCM represents leading member-owned businesses in sectors ranging from banking and finance, insurance and agriculture to housing, disability and aged care, health, motoring and mobility. https://bccm.coop/

Ms. Roz Henry, CEO C o-operative Business New Zealand

Cooperative Business New Zealand represents New Zealand's diverse range of member-owned businesses that sit across multiple sectors including agriculture, manufacturing, insurance, banking, financial services, utilities, education, health, wholesale and retail. The New Zealand co-op sector generates more than 16% of NZ's GDP, employs 43,000 people and serves over 1.5 million members. Co-op Business NZ wants to ensure the nation's leaders know what the co-op sector is about and that it is recognised for what we contribute to New Zealand. https://nz.coop/

Mr. Faizal Khan, Director and Registrar, Department of Cooperatives, Ministry of Industry, Fiji.

Department of Co-operative and Business is a government entity under the Ministry of Industry, Trade and Tourism. The department is responsible for formulating and implementing policies and strategies to facilitate the promotion, establishment and monitoring of cooperative businesses in Fiji. Its other role is to provide training and capacity-building to co-op members and officials.

Mrs. Kammari Betiota, Director, Ministry of Commerce, Industry and Cooperatives (MCIC) Betio, Kiribati.

The Ministry of Commerce, Industry and Cooperatives (MCIC) is one of the government ministries established in 1995. Its main functions are to enhance the development of the private sector including cooperatives and credit unions, provide business and cooperative training, auditing of cooperative and credit union societies; enhance the flow of foreign investment; promote and regulate business trade. The Ministry has joined a number of memberships to international bodies and recently received support and approval to join the ICA. There are more than 200 cooperative societies registered in Kiribati.

Industry Panel 4: Food security and sustainable agriculture –

"Future food systems – the role of agricultural co-operatives"

About the panel

Because co-operative identity is based on ethics and values, co-operatives understand that their businesses cannot survive long-term if they do not pay attention to the social and environmental concerns of members. Co-operatives also play an important role in allowing individual farmers/producers to respond to oligopoly and oligopsony power. They facilitate collective bargaining with key players across the supply chain for fairer returns to members and communities. Second and third tier co-operative organisations can enable participatory representation and dialogue across broader policy domains at national and international level. In many countries, the strongest agricultural co-operatives are in the dairy industry. Their longevity, resilience and political power is worth examining from political, economic, and legal perspectives. In this panel, academics, industry representatives and consultants will explore the challenges and opportunities for agricultural co-operatives today and in the future. The focus will be on dairy co-operatives and their contribution to food security and environmentally sustainable production and manufacturing systems.

Matters discussed by the panel members in this session included:

- Areas of common interest among co-operatives in different food production regions.
- The role and impact of competition law and policy in the agricultural co-operative sector and the direction of future reforms.
- Examples of ways that dairy co-ops are tackling contemporary environmental problems including environmental degradation, waste management and carbon emissions.
- The potential for new entrants to the dairy co-operative sector and the opportunities and threats for smaller dairy co-operatives in existing and emerging supply and value chains.

The Panellists

Facilitator: Ms. Ann Apps – Lecturer, Newcastle Law School

Ann is a lecturer at Newcastle Law School, University of Newcastle. Her broader research interests include co-operative law and governance, corporate social responsibility, and legal models for social enterprise. She is a PhD candidate, and her research project includes the impact of competition law and policy on the disappearance of dairy co-operatives from the dairy processing sector in NSW.

Mr. R.S. Sodhi – Managing Director, Gujarat Co-operative Milk Marketing Federation

R.S. Sodhi leads India's largest food products organization (GCMMF/Amul) with a turnover of US$ 4.8 billion. GCMM/Amul has served dairy farmers of India for more than three decades through series of technological, marketing and supply-chain innovations. During the global dairy commodity crash of 2015, while dairy farmers across the world received 25% - 50% lesser price for their milk (compared to the previous year), the milk price to Indian dairy farmers (associated with Amul cooperative) continued to grow!

Prof Nicola Shadbolt - Professor of Farm & Agribusiness Management, Massey University, New Zealand.

Prof Shadbolt delivers farm and agribusiness management governance, conducts research and education in risk, strategy, business analysis, cooperatives. She has served as elected director of Fonterra Cooperative for 9 years, is the Director of the International Food & Agribusiness Management Association and represents NZ in the International Farm Comparison Network (IFCN) in Dairying. Prof Shadbolt is also the editor of International Food and Agribusiness Management Review and International Journal of Agricultural Management. She is a Fellow of the New Zealand Institute of Primary Industry Management and the Australian Institute of Company Directors, with an in-depth understanding of global farming and agribusiness. She was awarded Officer of NZ Order of Merit for services to agribusiness in 2018.

Mr. Greg McNamara – Chairperson Norco Co-operative Ltd

Greg McNamara has been a director of Norco Co-operative Limited for 23 years and is from the Central Region of NSW. In addition to his role as Chairperson of the Board of Directors, he is a member of the Member Services Committee. In partnership with his wife Sue and son Todd, Greg runs a 300 head dairy herd at Goolmangar just outside Lismore. He has extensive experience across the agricultural sector, including dairy, beef, pigs, horticulture and animal genetics. More recently Greg has had an involvement in the Australian organic industry.

Stuart Crosthwaite – Chairperson, Mountain Milk Co-operative

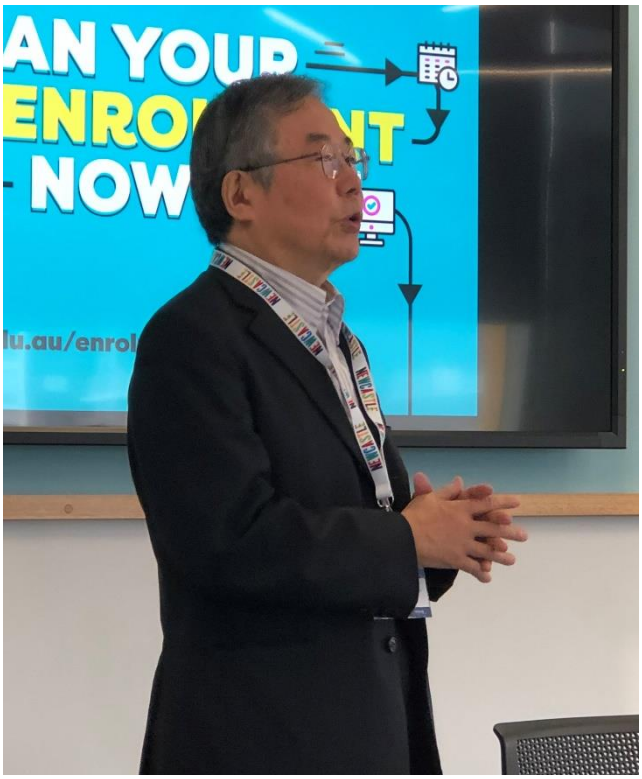
Stuart Crosthwaite is a fifth-generation farmer on his family property near Albury and is a co-founder of this recently established suppliers co-operative. Stuart holds a Bachelor of Agriculture, a Masters of Agribusiness and a Graduate Diploma of Applied Science, as well as an early career in consulting. Stuart and his wife Sarah, have a deep and passionate interest in the future of dairy, and back this up with major on farm investments. Stuart has also made a significant leadership contribution to the local industry. In his own words "We love what we do and where we do it. We see Mountain Milk as our vehicle to the future we want to create."Young Scholars Workshop

The ECR/Young Scholars Workshop

The Young Scholars Workshop was a pre-conference event held before the 14th ICA Asia-Pacific Research Conference. The workshop was designed to provide young scholars (post-graduate and early career co-operative researchers) with the opportunity to be mentored by senior academics who have experience researching and publishing in the area of co-operatives. It also provided an opportunity for the participants to network and collaborate with other Young Scholars and early career researchers in the Asia-Pacific region.

The workshop program:

- Welcome by Dr. Akira Kurimoto, Chairperson, ICA Asia-Pacific Research Committee
- Personal introductions of all the Young Scholars present,
- Breakout Session: How to get co-operative research published?



Dr. Akira Kurimoto, Chairperson, ICA Asia-Pacific Research Committee opens Young Scholars Workshop

Young scholars presenting their workshop outcomes

Young Scholars questioning the senior scholars.

Winners of the Dr Mauritz Bonow Award for Young Scholars Best Paper - Heira Hardiyanti (first prize) and Jihyun Jeong (runner up)

Journals for Publishing Co-operative Research

Compiled on 4th December 2019 by Morris Altman, Executive Dean, University of Dundee School of Business (UDSB). Chair Professor of Behavioural & Institutional Economics, & Co-operatives Dundee, Scotland, UK. E: MAltman001@dundee.ac.uk; E: realitybasedecon@yahoo.com

- **Journal of Co-operative Organization and Management**
  https://www.journals.elsevier.com/journal-of-co-operative-organization-and-management
- **Annals of Co-operative and Public Economics**
  https://onlinelibrary.wiley.com/journal/14678292
- **Economic and Industrial Democracy**
  https://journals.sagepub.com/home/eid
- **IUS Cooperativum A community of Co-operative Lawyers**
  https://iuscooperativum.org/journal/
- **Advances in the Economic Analysis of Participatory and Labor-Managed Firms**
  (An edited annual volume of original international research on the issue of participatory and labour-managed organizations)

  https://www.emerald.com/insight/publication/issn/0885-3339
- **Journal of Co-operative Studies**
  https://www.thenews.coop/collection/journal-of-co-operative-studies
- **Review of Social Economy**
  https://www.tandfonline.com/loi/rrse20
- **Forum for Social Economics**
  https://www.tandfonline.com/loi/rfse20
- **International Journal of Social Economics**
  https://www.emeraldgrouppublishing.com/ijse.htm
- **International Journal of Co-operative Accounting and Management (IJCAM)**
  https://www.smu.ca/academics/sobey/ijcam.html
- **Socio-Economic Review**
  https://academic.oup.com/ser
- **Community Development Journal**
  https://academic.oup.com/cdj/pages/About
- **American Journal of Economics and Sociology (AJES)**

https://onlinelibrary.wiley.com/page/journal/15367150/homepage/productinformation.html

- **Journal of Social Entrepreneurship**
  https://www.tandfonline.com/loi/rjse20
- **Journal of Comparative Economics**
  https://www.journals.elsevier.com/journal-of-comparative-economics
- **Journal of Cooperatives**
  https://accc.k-state.edu/ncera210/index.html

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Singh	Simren	Cooperatives and the ICA-EU Partnership: Bridging the Gap between Youth and the Cooperative Movement with Practitioner Thematic Research on Youth'	International Cooperative Alliance Asia and Pacific, Delhi **India**	25
Taylor	Anthony	Mapping the worker co-operative sector in Australia: size, types and operating environment	Business Council of Co-operatives and Mutuals, **Australia**	35
Wallace	Duncan	Freedom, slavery and co-operatives	Monash Law School, Melbourne, Victoria, **Australia**	32

Zhu	Jiang	Understanding Social Impact of Platform Co-ops	University of Technology Sydney, NSW, **Australia**	55

Scientific Board, ICA AP Co-operative Research Conference Committee

Morris Altman (Co-chair)	University of Dundee, Scotland,
Sidsel Grimstad (Co-chair)	University of Newcastle, NSW, Australia
Ann Apps	University of Newcastle, NSW, Australia
Nikki Balnave	Macquarie University, NSW, Australia
Gary Cronan	University of Sydney, NSW, Australia
Yashavantha Dongre	Mysore University, India
Elana Garnevska	Massey University, New Zealand
Henry Hagen	University of Helsinki, Finland
Balasubramanian Iyer	ICA Asia-Pacific
Seungkwon Jang	Sungkonghoe University, Korea
Anthony Jensen	University of Newcastle, Australia
Akira Kurimoto	Hosei University, Japan
Branka Krivokapic-Skoko	Charles Sturt University, Australia
Joanne McNeil	Griffith University, Queensland
Sonia Novkovic	Saint Mary's University, Canada
Greg Patmore	University of Sydney, Australia
Robby Tulus	Karl Albrecht Foundation, Canada

14TH ICA ASIA-PACIFIC CCR CONFERENCE

CONFERENCE PROGRAM
12 - 14 DECEMBER 2019

NeW SPACE | NEWCASTLE (AUSTRALIA)

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

SUSTAINABLE DEVELOPMENT GOALS

International Co-operative Alliance Asia and Pacific

WELCOME TO NEWCASTLE

Greetings and welcome to the 14th ICA Asia-Pacific Research Conference hosted by the Faculty of Business and Law, University of Newcastle, Australia.

The Faculty is home to Australia's only post-graduate business degree on co-operative and mutual management.

DR. SIDSEL GRIMSTAD

ANN APPS

PROFESSOR MORRIS ALTMAN

We hope you enjoy our beautiful city, and that the smoke from the bushfires clears, so you can enjoy our beaches and harbour foreshore. During the conference we will display some of Newcastle's proud co-operative heritage through the oral history project about the Newcastle Co-operative Store. We will also seek to reduce the conference's environmental footprint through reducing plastic items and single use cutlery and plates.

Our aim for this conference is to provide an opportunity for collaboration and networking among co-operative researchers and co-operative and mutual industry participants from the Asia-Pacific region. We have received more than 90 abstracts from 16 different countries, and are especially encouraged to see the growth in the number of early career co-operative researchers. The young scholar's workshop will be an opportunity to network and also to receive mentorship from wonderful senior researchers who will generously give their time to mentor and support young scholars at the workshop.

Please have a look at our program, we think it has something for everyone. We are especially proud to be hosting 4 industry panels showcasing the role of co-operatives in regional development, providing innovative solutions for contemporary issues including waste, energy and poverty, co-operation in education with our Pacific island neighbours, and the evolution of dairy co-operatives. We hope you will find many opportunities to network, exchange ideas and develop new research partnerships.

Enjoy!

Dr Sidsel Grimstad,
Ann Apps and
Professor Morris Altman
Local Organising Committee

UoN_CONFERENCE
PASSWORD: uon43800

WELCOME FROM OUR PARTNERS

Dear Participants,

On behalf of the International Cooperative Alliance Asia-Pacific (ICA-AP), I would like to welcome you all to the 14th ICA-AP Committee on Cooperative Research (CCR) Conference. I would like to thank the Newcastle Business School, at the University of Newcastle for hosting the conference at their new educational precinct, NewSpace!

The central theme for the 14th Research Conference is the contribution that cooperation and knowledge sharing among cooperatives and mutuals in the Asia-Pacific region can make towards a flourishing and sustainable future. I am delighted to hear there will be 45 papers presented by researchers from across 12 countries. The conference will feature panel discussions around innovation in industry and infrastructure, environmental sustainability, education and dairy cooperatives. The conference will also feature the Young Scholars Workshop, the Second ICA-AP Pacific Forum, meeting of the Research Committee and the Asia Pacific Cooperative Research Partnership group. The three days are going to be stimulating, invigorate and motivating!

I would like to thank Dr. Sidsel Grimstad, Prof. Morris Altman and Ms. Ann Apps for their work in putting the conference together and their tireless efforts to bring us here! I would like to thank the ICA-AP Research Committee for choosing relevant topics and continuing to organize the yearly conference.

Balasubramanian Iyer
Regional Director, ICA-AP

International Co-operative Alliance
Asia and Pacific

Dear Co-operators,

Australian co-operators are excited to welcome our friends and colleagues from across the Asia-Pacific region to the regional city of Newcastle for this important research conference. Our friendship and connection with the ICA Asia-Pacific region dates back nearly five decades, although this is the first time that Australia has hosted a research conference of ICA Asia-Pacific, so it is something of a milestone.

It is also fitting that this conference is being held in Newcastle, a city with a proud and continuing co-operative tradition. Generations of 'Novocastrians' (as the good people of Newcastle are referred to) formed consumer co-operative stores based on the Rochdale model, eventually being the base for the largest co-op store in the southern hemisphere, the Newcastle and Suburban Co-operative('The Store'). They have banked with local mutual financial institutions like Greater Bank and Newcastle Permanent. And they have built co-ops to protect local jobs and strengthen local small businesses in times of economic downturn, like HunterNet, and Commercial Fishermen's Co-op.

As we all know, co-operative education underpins sustainable co-operative businesses. With the world leading Graduate Certificate in Co-operative Management and Organisation at the University of Newcastle, the region is now a centre for co-operative education and research as well; a centre that can build the capacity of co-operatives to grow and serve their members. The conference theme of 'Co-operation among Co-operatives in the Asia-Pacific' reminds us we are always stronger together. I encourage all delegates to consider and discuss the opportunities for regional collaboration in research, in education and in C2C trade.

On behalf of the Australian co-operative and mutual sector, I wish all delegates a successful conference.

Yours in co-operation,

Melina Morrison
CEO, Business Council of Co-operatives and Mutuals

BUSINESS COUNCIL OF CO-OPERATIVES AND MUTUALS

14TH ICA ASIA-PACIFIC CCR CONFERENCE

CONFERENCE PROGRAM
12 - 14 DECEMBER 2019

12/12 THURSDAY

9.00 - 9.45 *X801*	**MEETING OF THE ICA-AP COMMITTEE ON CO-OPERATIVE RESEARCH** (By invitation)
10.00 - 12.00 *X801*	**MEETING OF ICA MEMBERS IN OCEANIA AND PACIFIC ISLAND COUNTRIES** (By invitation)
12.00 - 13.00 *X205*	**ECR - YOUNG SCHOLARS WORKSHOP** **NETWORKING LUNCH** **OPENING ADDRESS AND WELCOME:** Welcome by **Dr. Akira Kurimoto**, Chairperson, ICA Asia-Pacific Research Committee. Welcome by **Dr. Sidsel Grimstad**, Co-Chair of the Local Organising Committee.
13.00 - 14.30 *X205*	**SESSION 1: INTRODUCTIONS OF YOUNG SCHOLARS AND THEIR RESEARCH** **BREAKOUT SESSION:** Participants discuss personal experiences around publishing.
14.30 - 15.30 *X205*	**SESSION 2: PANEL DISCUSSION: PUBLISHING CO-OPERATIVE RESEARCH-** Senior academics will discuss their experiences as co-operative scholars, 'mistakes' they have made and keys to success. They will offer advice, tips and tricks. Followed by a Q&A session. · **Professor Morris Altman** (Dundee University). · **Professor Branka Krivokapic-skoko** (Charles Sturt University). · **Professor Olivera Marjanovic** (University of Technology Sydney). · **Dr. Paul Thambar** (Monash University Melbourne).
15.30 - 16.00	**TEA/COFFEE BREAK**
16.00 - 17.30 *X205*	**SESSION 3: WORKSHOP: DEVELOPING A NETWORK FOR EMERGING CO-OPERATIVE SCHOLARS** **Professor Tony Webster** (Northumbria University, UK) presentation, 'Establishing the UK network of young co-op scholars.' **Emi Do**, Coordinator of the Young Scholars Initiative and Co-operative PhD student Tokyo University, will facilitate a workshop to establish an Asia Pacific Co-operative Research Scholar Network.
17.30 - 19.30 *NeW SPACE BALCONY* *5TH FLOOR*	**MEET & GREET** (for all conference participants) Optional get-together for Young scholars afterwards

13/12 FRIDAY – MAIN CONFERENCE

8.00 - 8.30
GROUND FLOOR

REGISTRATIONS OPEN FROM 8.00
Tea/coffee available

8.30 - 9.00
X101

OPENING CEREMONY
WELCOME TO COUNTRY BY AWABAKAL ELDER: Aunty Tracey Hanshaw.

9.00 - 9.30
X101

OPENING ADDRESS: **Professor Jim Jose**,
Acting PVC Faculty of Business and Law, University of Newcastle.
OPENING ADDRESS: Mr. Balasubramanian Iyer,
Regional Director of the ICA Asia- Pacific Committee.
WELCOME: Professor Morris Altman, Co-Chair of Local Organising Committee.

9.30 - 10.00
X101

KEYNOTE ADDRESS
"OPPORTUNITIES FOR ADVANCING THE CO-OPERATIVE SECTOR THROUGH COLLABORATION AMONG CO-OPERATIVES"
Ms. Melina Morrison, CEO of the Business Council of Cooperatives and Mutuals (BCCM) in Australia.

10.00 - 11.15
X101

INDUSTRY PANEL 1: INDUSTRY, INNOVATION AND INFRASTRUCTURE, "CO-OPERATIVES SUPPORTING REGIONAL DEVELOPMENT"
This panel showcases the resilience and innovative strength of co-operatives and mutuals as key contributors to regional economies.
FACILITATOR: Trevor Stuart, CEO Australia Industry Group Hunter.
Mr. Tony Cade, CEO of the HunterNet Co-operative.
Mr. T. P. Sethumadavan, Director, Uralungal Labor Contractors Co-operative Society (ULCCS).
Mr. Robert Gauta, CEO Commercial Fisherman's Co-operative, Newcastle.
Mr. Geoff Seccombe, CEO The Mutual Bank, Maitland.
Ms. Kate Davies, Director, Tooraweenah Prime Lamb Marketing Co-operative Ltd, Gilgandra.

11.15 - 11.30
GROUND FLOOR

TEA/COFFEE BREAK

11.30 - 13.00

RESEARCH SESSION 1

X201 **SESSION 1A:** Cooperatives, sustainability, resilience and regional development
X202 **SESSION 1B:** Legal and institutional parameters and barriers to co-operative growth
X204 **SESSION 1C:** Co-op data and measurement for improved co-op performance, impact and accountability
X205 **SESSION 1D:** Co-operative empowerment of women, youth and indigenous communities
X207 **SESSION 1E:** Strengthening co-operative advantage using value and supply chains

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13.00 - 14.00
GROUND FLOOR

LUNCH BREAK

14.00 - 15.15
X101

INDUSTRY PANEL 2: CO-OPERATIVE INNOVATION FOR ENVIRONMENTAL SUSTAINABILITY AND EQUITY
This industry panel showcases co-operative innovations in Australia working towards the achievement of the sustainable development goals, environmental sustainability and more equitable development.
FACILITATOR: Professor Bronwen Morgan, UNSW Law School.
Mr. Rohan Clarke, Chair of Platform Co-op Taskforce, BCCM.
Ms. Jarra Hicks, Founding Director, Community Power Agency.
Mr. Andrew Ward, CEO, incubator.coop.
Ms. Molly Kendall, Resource Co-operative, Hobart, Tasmania.
Mr. David Davies, AgUnity, digital solutions for the small-scale farmers in developing countries.

15.15 - 16.45

RESEARCH SESSION 2:

X201 **SESSION 2A:** Co-operative theories and case studies
X202 **SESSION 2B:** Worker Co-ops and Decent Work
X204 **SESSION 2C:** Gender Equality in Co-operative Governance
X205 **SESSION 2D:** Co-operative theories and case studies
X207 **SESSION 2E:** Co-operative capital, finance and banking

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16.45 - 17.15
FOYER OUTSIDE ROOM X101

POSTER PRESENTATION WITH TEA AND COFFEE BREAK INCLUDED

17.00 - 18.00
X101

INDUSTRY PANEL 3: CO-OPERATION AMONG CO-OPERATIVES - OCEANIA AND THE SOUTH PACIFIC

This industry panel will explore opportunities and barriers to co-operation among co-operatives with a particular focus on co-op education and training in Oceania and the South Pacific region.

FACILITATOR: **Sam Byrne** Co-op NSW.

Ms. Roz Henry, CEO Cooperative Business New Zealand.

Ms. Melina Morrison, CEO, Business Council of Co-operatives and Mutuals Australia.

Mrs. Kammari Betiota, Director for the Ministry of Commerce, Industry and Cooperatives, Kiribati.

Mr. Faizal Khan, Director and Registrar, Department of Cooperative Business, Ministry of Industry, Trade and Tourism, Fiji.

Mr. Joseph Ridley, Acting Director/Registrar, Office of Registrar of Cooperatives and Business Development Services, Vanuatu.

Mr. Ricky Manus, Registrar, Office of Cooperative Societies, Papua New Guinea.

19.00 - 22.00
X502

CONFERENCE DINNER IN NEWSPACE

Dr. Mauritz Bonow Young Researcher Award.

14/12 SATURDAY

MORNING TEA/COFFEE AVAILABLE FROM 8.30

9.00 - 9.30
X801

KEYNOTE ADDRESS
"THE PAST, PRESENT AND FUTURE OF CO-OPERATIVES: VISUAL ATLAS OF AUSTRALIAN CO-OPERATIVE HISTORY"

Professor Greg Patmore, Emeritus Professor of Business and Labor History in the School of Business, University of Sydney.

9.30 - 11.00

RESEARCH SESSION 3:

X201 **SESSION 3A:** Co-operation among co-operatives
X202 **SESSION 3B:** Platform Co-operatives
X204 **SESSION 3C:** Co-operative delivery of public services and co-operative education
X205 **SESSION 3D:** New models and innovations in agricultural co-ops
X207 **SESSION 3E:** Co-operative empowerment of women, youth and indigenous communities

11.00 - 11.30
GROUND FLOOR

TEA/COFFEE BREAK

11.30 - 12.30
X101

INDUSTRY PANEL 4, DAIRY CO-OPERATIVES, NEW CHALLENGES AND SUSTAINABLE ECONOMIC DEVELOPMENT

This panel will bring together views on contemporary challenges and opportunities facing agricultural and specifically dairy co-operatives in the Asia Pacific and the potential for co-operation among co-operatives in global supply and value chains.

FACILITATOR: **Ann Apps**

Mr. Greg McNamara, Chairperson, NORCO Co-operative Ltd.

Professor Anil Karanjcar, Dean, VAMNICOM, Pune, India.

Professor Nicola Shadbolt, Professor of Farm & Agribusiness Management, Massey University, New Zealand.

Mr. Stuart Crosthwaite, Chairperson, Mountain Milk Co-operative Ltd.

12.30 - 13.00
X101

CLOSING PLENARY

Presentation on establishing a Asia-Pacific Network of young scholars

Vote of thanks.

13.00 - 14.00
GROUND FLOOR

LUNCH

14.00 - 15.00
X801

SIXTH MEETING OF THE ICA-AP COMMITTEE ON COOPERATIVE RESEARCH

(By invitation)

NOTES:

THE UNIVERSITY OF NEWCASTLE AUSTRALIA

SUSTAINABLE DEVELOPMENT GOALS

International Co-operative Alliance Asia and Pacific

#coops4dev