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EMERGING GLOBAL TRENDS AND THE OPPORTUNITIES FOR AFRICAN CO-OPERATIVES IN IMPROVING MEMBERS' WELLBEING

Paulo Anania^{1*} and Faustine K. Bee^{2*}

Abstract

The world is transforming economically, financially, politically, and socially. It is also witnessing transformation in technology as well as changes in consumer preferences, climate, and global insecurity. This paper attempts to analyse these emerging global trends and the unfolding opportunities and constraints for African co-operatives in their move to improve members' wellbeing. The qualitative paper used the desk review method where extensive literature review was done and employed content analysis of the available empirical findings. It focuses on analyzing emerging global trends and opportunities created for African co-operatives to improve members' wellbeing but also attempts to address constraints likely to face African co-operatives in utilizing the emerging opportunities from emerging global development trends. The paper observes that since co-operatives are human-centered in nature, they are ideal organizations to help addressing global miseries by utilizing opportunities in various areas of human wellbeing. Co-operatives remain the feasible option for an all-inclusive development and growth for humankind worldwide. The paper recommends promotion of co-operative enterprises and creation of co-operative economies that will lead to socio-economic and political development in Africa. However, for these to happen, there must be concerted efforts to address constraints facing the African co-operative movement that include among others, conducive policy and legal environment. A massive promotional drive for establishment of various forms of co-operative enterprises should also be initiated for the purpose of empowering the members and management of co-operative enterprises. Simultaneously efforts should be made and resources allocated to conduct training, research, and promote innovation to support the co-operative movement.

Keywords: *Global trends, co-operatives, opportunities, challenges, constraints, Africa*

1.0 INTRODUCTION

The world is undergoing transformation economically, financially, socially and technologically. Furthermore, consumer preferences, climate, and geopolitical trends are also changing (UN, 2013). World economy is transforming from USA and Western Europe's dominance to new emerging global poles, particularly in Asia. Emerging international economic and political relations are replacing the old structures. Climate change concerns have become key agenda where continued environmental destruction is threatening sustainability of the biodiversity (Bellard *et al.*, 2012). Overconsumption and pollution of water has affected its supply and

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created global water stress— creating a social and human crisis (Hoekstra and Mekonnen, 2012). Emerging technological innovations, shifting consumer preferences and growth of social entrepreneurs and new technologies and innovations are disrupting traditional business models and altering markets and hence creating demand for new generation of products and services.

Furthermore, aging population is increasing in low-income. It is estimated that global population is projected to reach 9 billion by 2050, a situation that will further compound population crises (UN, 2011). Also there is stabilization and narrowing of income inequalities globally due to economic growth, particularly in emerging economies and developing countries (Milanovic, 2012). However, at national level, income inequalities are increasing, hence threatening economic stability (UN, 2013). These ever changing global trends have also brought challenges and opportunities to co-operatives.

As autonomous associations of people, co-operatives engage in joint businesses to address members' needs and aspiration hence overcome various challenges and use emerging opportunities locally and globally. ICA (2013) revealed that co-operatives have made achievements, but should be reflected in the context of principal emerging development trends likely to shape politics, societies and economies for the foreseeable future. These trends include; environmental degradation, unstable financial sector, increasing inequality, a growing global governance, a seemingly disenfranchised younger generation, loss of trust in political and economic organizations. Co-operatives can help to address these trends due to their ability and resilience to respond to crises. Co-operatives promote social cohesion through collective action and have proved useful in serving members during crises, for instance jobs losses during the 19th Century due to industrial revolution in Europe (Khumalo, 2014). They help in delivering necessary goods and services to isolated rural populations, hence promote members' wellbeing (Birchall, 2004). For years, co-operatives globally have managed to adapt changing market environment and helped members coping with new economic realities and respond to challenges like climate change, environmental degradation, urbanization, migration and social insecurity. They remain the most suitable business model, cherishing ethical business values central to human development and contribute to economic activeness and improve social conditions of various segments of the population (ICA, 2013; Vyas, 2015).

ILO and ICA (2015a) argued that co-operatives help strengthen struggling sectors, recovery of crisis-stricken local economies, increasing returns to producers and service providers across value chains. They help formalize informal employment and create jobs for women and youth, hence creating decent jobs. Statistics show that there are about 1 billion people involved in co-operatives directly or indirectly and livelihoods of nearly half the world's population are secured by co-operatives (ILO and ICA, 2015b). During crisis, co-operatives and credit unions experienced entry of deposit funds from members' seeking a safer place to put their money, hence reduced vulnerabilities in relying on single form of economic or financial enterprise (UN, 2009). Dave Grace and Associates (2014) indicated that currently, USD 20 trillion in co-operative assets generate USD 3 trillion in annual revenue. Globally, co-operatives generated USD 2.98 trillion in annual revenue during the most recent years through leveraging their combined asset base of USD 19.6 trillion. Combined global co-operative economy is larger than France's economy and comes right behind Germany's economy as the 5th economic unit if it were a united country. These figures indicate the capacity of co-operatives to sustain competition and operate well in globalized market.

This paper reflects on the development theory of globalization which centres on the interconnectedness of the world in economic, social, political, and cultural spheres alongside movement of goods, services and ideas. Also, the paper has based on the economic theory of co-operatives where, through collective efforts, members can attain economies of scale, scope and bargaining capacity, thus engaging effectively in business activities. From the two theoretical grounds, African co-operatives can realize opportunities and address challenges from globalized world market through economic cooperation among members and co-operatives at local, national, regional and global levels. The growing understanding of the role of co-operatives and collective action in the economy is important due to emerging issues in the 21st Century (Fulton and Giannakas, 2013). Therefore, apart from accessing global opportunities, co-operatives can assist addressing challenges such as; unemployment, inequality, educational mobility, and innovation in the light of the recent financial and economic crises (Smith and Rothbaum, 2013).

Unfortunately, there is scanty literature on what African co-operatives should do to utilize emerging opportunities from global development trends. In light of this gap, this paper examines the emerging global development trends and how African co-operatives should position themselves to promote members' wellbeing. Thus, the paper will create understanding among co-operatives and supporting actors on initiatives to be undertaken to utilize opportunities and address challenges from various global development trends. The paper is organized as follows: it describes the data and methods used, followed by the presentation of findings and discussion. The findings and discussion focus on three areas, namely the overview of the emerging global development trends, opportunities available for African co-operatives from the emerging trends, and the constraints facing African co-operatives in utilizing opportunities created by emerging global development trends. The last part of the paper gives the conclusion and recommendations.

2.0 DATA AND METHODS

This paper has used secondary data from various sources concerning global development trends and co-operatives. The authors used the desk review method where extensive literature review of various materials such as organizational and research reports and journal articles was done. The focus has been to identify different challenges and opportunities from global development trends and what co-operatives should be doing to cope. Content analysis was done where descriptions of various global trends were done, and then reflections were made on how best co-operatives should position themselves to promote members' wellbeing by utilizing those opportunities and address the prevailing challenges. Having applied qualitative approach, the analysis has enabled presenting real life findings of various global trends and making detailed discussions of such trends in relation to co-operative development in Africa. The findings obtained from secondary sources have been presented in charts.

3.0 RESULTS AND DISCUSSIONS

3.1 An Overview of the Emerging Global Development Trends

There are various emerging global development trends prevailing today. The trends are determined by different drivers influencing their occurrence and prevalence. These trends are discussed hereunder.

3.1.1 Globalized world economy

Globalization refers to dynamic and multidimensional economic integration where national resources become more internationally mobile and national economies becoming highly interdependent (OECD, 2010). It has removed barriers and restrictions in inter-business transactions and flow of goods and services. It operates through privatization, free markets, foreign investments, market reforms, competition and deregulations which are attained via bilateral and multilateral agreements, free trade areas, unions and regional integrations arrangements. Globalized financial capital and economic policies e.g. trading, fiscal and financial policies are promoted by global institutions like WTO, World Bank and IMF. Globalized economy has potentials for co-operatives but also affect them during crises. Members can collectively negotiate better contract terms and prices in competitive local and global markets (FAO, 2012; Ruete, 2014). Globally co-operatives together have approximately 32% of global market share in agriculture (ILO and ICA, 2015a). These indicate prospects for African co-operatives to engage further in global trade.

3.1.2 Demographic trends

Rapid population growth in Africa, Asia and Latin America is due to improved health services, food security and income but additional factors like need for rural manpower and limited use of family control methods influence the growth in Africa. Further, disparity in socio-economic opportunities and stability has stimulated world migration e.g. socio-political instability in some countries and seeking for better life influence migration to rich nations especially Europe and USA. Kay and Nagesha (2016) indicated that global population increased by 2.9 billion over past 35 years, from 4.4 billion in 1980 to 7.3 billion in 2015. Trends indicate population increase from 7.4 billion in 2016 (Asia 4.4 billion; Africa 1.2 billion; Europe 0.74 billion; North America 0.364; South America 0.419; and Oceania 0.04) to 8.4 billion by 2030; 9.6 billion 2050 and 11.2 billion by 2100 as shown in Figure 1.

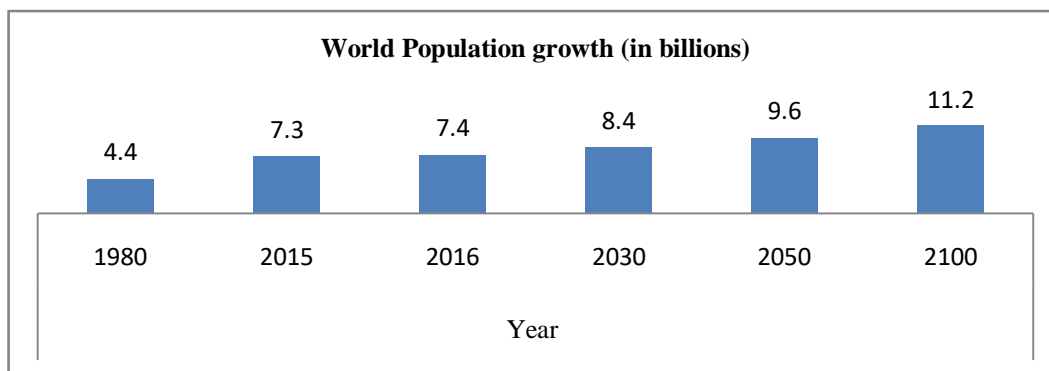


Figure 1: World population growth projections from 1980 to 2100 [based on data by Kay and Nagesha, 2016)

Estimates show that world’s population grows by 83 million people annually, where Africa’s annual population growth is 2.55 percent (UN, 2015). This rate in Africa has remained so for over last 20 years. AfDB (2014) indicated that Africa’s population has almost tripled from its

projected 478 million in 1980 to the current estimate close to 1.2 billion, and is anticipated to increase to 1.5 billion by 2025 and 2.4 billion by 2050 as shown in Figure 2.

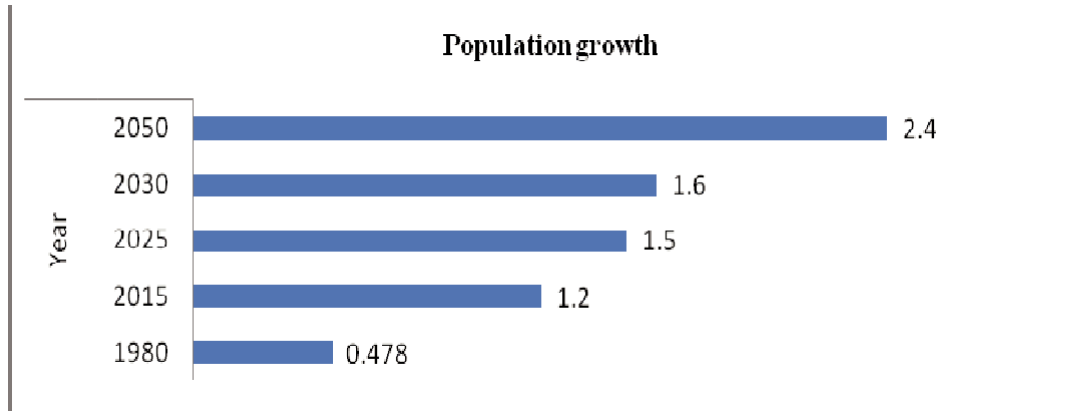


Figure 2: Population growth projections in Africa from 1980 to 2050 (based on data by AfDB, 2014)

Also there is declining birth rate in developed countries with increase in aging population, while in Africa; population is growing fast with poverty and unemployment slowly declining. The world’s ageing population will increase where people over 65 are expected to double over the next 25 years, becoming 13 % of world population (ESPAS, 2015). In 2010, ageing population was 3.2% of total population and is expected to reach 4.5% by 2030 globally (see Figure 3). Aging has been due to increase in life expectancy and improved health care, and education that reduced birth rate (Mubila, 2012).

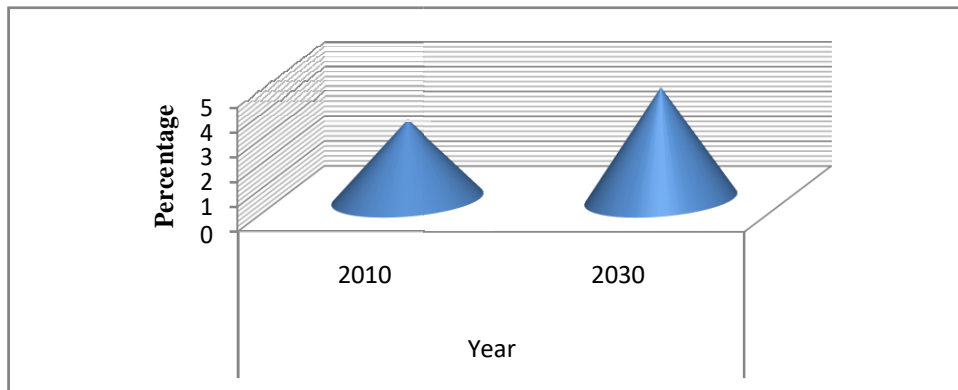


Figure 3: Projected ageing population from 2010 to 2030 (Used data from ESPAS, 2015)

Another global demographic trend is the rural-urban migration which has accelerated African population growth in urban areas. From 1960 to 2011, Africa’s urban population rose from 19% to 39% (over 416 million people) and by 2040 half of Africa’s population will live in cities. Cities like Dar es Salaam and Kinshasa are among the fastest-growing in the world (AfDB, 2014). Africa has large young population segment, but aging population is a threat to some co- operatives e.g. in most of agricultural marketing co-operatives, older members compose a large part of membership with moderate women participation and few youths as also argued by Anania and Kimaro (2016).

3.1.3 Global political reforms

The world has been integrated in different political sphere such as democratic reforms, e.g. multipartism, good governance, safeguarding human rights and rise of civil society. However, corruption remains a challenge to African governance and retards growth and poverty reduction (AfDB, 2014). Harmonized global policies for socio-economic and political development have focused to adhere to global guidelines like former MDGs, and current Sustainable Development Goals (SDGs), and various global resolutions and declarations by UN, EU and African regional blocks. Well managed and harmonized policy environment globally is essential to create vibrant co-operatives and removing policy and regulatory constraints. On the other side co-operatives help to develop democratic consciousness among members and promote good governance (Adato, 1994). Relations between members and government can improve through co-operatives since they know needs of members in certain locality or business chains and direct policies to address those needs (Ruete, 2014).

3.1.4 Changing balance of global economic power

The Western powers have dominated global development for years but transformation in the Third World including rise of emerging economies has minimized such influence. This resulted in recognition of and mutual benefits with the emerging powers e.g. BRICS (Brazil, Russia, India, China and South Africa) that create new global wealth transfer between West and East. Currently, BRICS (with 43% of world population) has a combined nominal GDP estimated at USD 13.7 trillion and controls about 17% of world trade. BRICS has large foreign exchange reserves and huge potential of domestic market and growing purchase power and improving investment environments (Abdenur *et al*, 2014). It has resulted into new, flexible coalitions of powers and significant influence in global political, economic, social, scientific and technological aspects. In 2013, BRICS decided to form a new “development bank” to mobilize \$4.5 trillion in initial 5-years for infrastructure projects in the group, other emerging economies and developing countries. Theoretically, it aimed to replace the World Bank as the main lending institution globally (GovInn, 2013). Projections show by 2018, overall economic output by BRICS may replace US where in 2020, 33% of world GDP may be accounted for by BRICS. In 2027, China’s GDP is expected to equal USA’s and by 2050 BRICS economies may take 50% of international markets. For Africa, BRICS is a potential key market for Sub Saharan African exports and imports and as creditors and investors (Diallo and Tapsoba, 2014). Developing countries favour BRICS than Bretton Wood institutions which have complicated relations with them through SAPs, sector reform and national poverty reduction strategies. Growing power of BRICS creates more opportunities to African co-operatives to access markets for their goods, engage in joint businesses and access inputs, including technologies.

3.1.5 Unprecedented economic growth

Economic growth rate should promise prosperity of growing population and its future, but in Africa it is less than expectation. Among other factors, high population growth in rural Africa is due to limited family planning, overdependence on labor power, improving health services, poverty and early marriages. Rural-urban migration increases urban population, hence congestion in urban areas. Measures such as improving social services and initiating local development projects by co-operatives can help to combat rural-urban migration of youths and other working force (Anania, 2017). The total increase in the low income population from 2001 to 2011 (694

million) is slightly larger than the decrease in number of poor population. Findings show that population and economic growth estimated to work almost equally raising low-income population by 336 million and 358 million, respectively (Kochhar and Oates, 2015).

Also there is an unemployment issue due to poor linkage between economic growth and population growth e.g. there are inadequate efforts to tap youths' potentials to stimulate further growth. Africa's young and growing workforce is roughly about 617 million today and will be 1.6 billion in 2060 (AfDB, 2014). Further, youth are increasingly employed in non-standard jobs, i.e. temporary employment and part-time work (ILO, 2013a). Africa's growth is less inclusive, as poverty rates, unemployment and underemployment and inequalities keep increasing. UN, (2015b) indicated global total youth population growth (15 to 21) will increase from 1.2 billion in 2015 to 1.3 billion in 2030 while actual number of unemployed youths reached 73.4 million. Engagement in and support through co-operatives can help address youth unemployment in Africa. Co-operatives can help youths to undertake various economic activities and access markets collectively.

3.1.6 Concerns for climatic changes and food security

Global socio-economic development has affected livelihood positively and negatively e.g. unemployment and underemployment, income poverty and inadequate capital for on-farm and off-farm activities force local people find alternative ways to earn their living. These can be selling charcoal and firewood, conduct shifting cultivation and nomadic pastoralism which affect the environment. Climate change has affected food productivity, caused land degradation, increased food prices and malnutrition, hence adversely affected livelihood in general (Thompson et al, 2010). Weak environmental regulations, laws and policies and their enforcement in Africa have resulted in uncontrolled pollutions, deforestations and erosions. Drought, scarce rainfalls and changing rain patterns accompanied by pests and diseases to animals and crops, limited access to inputs and weak linking institutions and infrastructure, have resulted in food insecurity in the continent. Schwettmann (2015) indicated that, by 2030, the cost of climate change and air pollution combined will rise to 3.2% of global GDP, with the world's least developed countries forecasted to suffer losses of up to 11% of their GDP. Co-operative members are among the affected segments in the African population. For instance in Tanzania, they have been experiencing low production of cash crops sold through co-operatives (e.g. coffee, cashew nuts, tobacco and cotton) and food crops for sale and family use. In Arusha and Kilimanjaro, coffee farming among some co-operative members has dropped to low output owing to successive years of unstable weather conditions.

3.1.7 Deteriorating role of Brettonwood institutions

After WWII the victors formed the UN and later its twin institutions i.e. the World Bank, IMF and WTO to promote dominance and perpetuate their interests globally. Lere (2014) argued that globalization of African development aims cheering neo-colonialism through a domination system by IMF, the World Bank and other like-minded institutions to create global free market for goods and services from the West. Structural Adjustment Programmes (SAPs) in 1980s to early 1990s and the subsequent Public Sector reforms and Poverty Reduction Strategies have been among the worst experiences in Africa. The SAPs have also affected the competitive nature of African co-operatives as they were exposed to unfair global competition and lacked supports as governments ran into financial problems and submitted to demand by the Brentwood

institutions to withdraw from market control. These Brettonwood institutions are considered to perpetuate Western exploitation in Africa and other LDCs e.g. influencing fiscal and economic policies and unfavourable trade agreements. There has been a call among leaders and policy makers in the “global south” to create a stronger South-South co-operation, reform the Brettonwood institutions and their policies, or having alternative institutions.

3.1.8 Global security challenge

The world is currently experiencing frequent political instability and security challenges ever since the end of the Cold War - for instance in Sudan, South Sudan, DRC, CAR, Somalia, Nigeria and Ukraine. The Arab spring movement created greater global insecurity than expected in MENA countries e.g. Tunisia, Egypt, Libyan, Syria and Iraq, and now Yemen. Civil wars resulted in global refugee crisis and made displaced people helpless and unreachable for aid. AfDB (2014) indicated that between 1989 and 2013, Africa experienced more than 500 non- state conflicts resulting in more than 80,000 direct casualties and refugees. The refugee factor requires the world to think new ways to handle international migration, refugees and protection of their welfare. Conflicts have disrupted trade among African countries and with foreign countries, loss of institutional and resources/revenue control by governments and displacement of labour force, increase in vulnerability to disease, food insecurity, torture and deaths. Political conflicts have created difficult political transitions and uncertainties hence weakened economic operations in areas like North Africa (Kouakou and Chaouch, 2014). Co-operatives in these conflict zones have been crumbling due to loss of assets and manpower; hence their ability to promote members’ wellbeing is threatened.

3.1.9 Growing private sector influence and public-private partnership

Participatory development is inclusive and the state is required to engage all stakeholders in development initiatives. Stakeholders include individuals, groups and CSOs such as co-operatives, NGOs, CBOs and religious institutions. Civil society is needed to engage governments in the right direction in creating a favourable environment for sustainable development- for example encouraging public participation and representation, resource allocation, decision making and setting better legal and regulatory environment. This provides opportunities for co-operatives to engage in joint businesses with the government for mutual benefits. Governments can use co-operatives without compromising the latter’s autonomy to implement various activities in local communities e.g. supplying foods during times of famine, farm inputs, credits and other aid for local communities.

3.1.10 Changing income and consumers preferences

The growth of income and middle classes in Africa and globally has improved purchasing power and preferences, hence created reliable markets for providers of goods and services. The global middle class economy is expected to double between 2009 and 2030, from 1.8 billion to almost 5.0 billion i.e. 60 % of the world population (ESPAS, 2015). The study of 111 countries by Kochhar and Oates, (2015) indicated that 784 million residents were middle income in 2011, compared with 399 million in 2001 (see Figure 4) i.e. middle-income population (USD 10-20/day) almost doubled. Rising middle-income class from 2001 to 2011 was more than twice of the upper-middle class (USD 20 to 50/day i.e. 176 million, and more than four times increase in the number of high-income people living on more than USD 50 daily (88 million people). Expanding middle class has led into more demands for cars, electronic devices, better houses, clothing, leisure and other sorts of fine living. Directly and indirectly co-operatives have been

potential players in contributing to improved members' income and growth of the middle class in Africa.

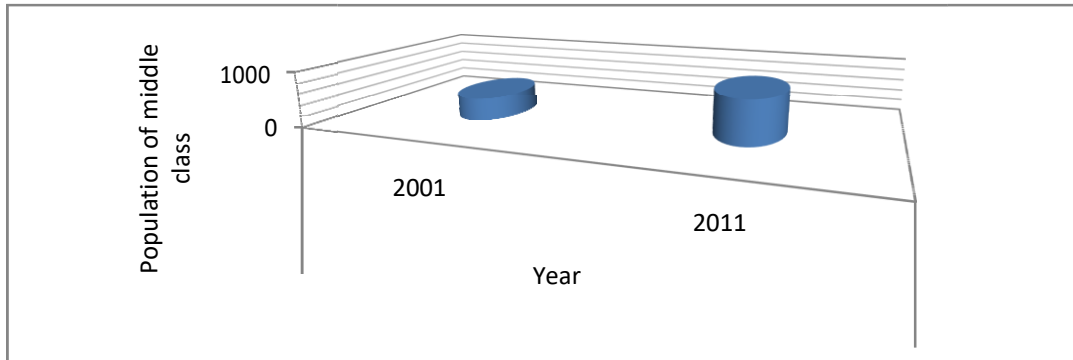


Figure 4: Growth of world middle class 2001/2011 (Based on data by Kochhar and Oates, 2015)

3.1.11 Trends in Social Protection

Protecting people from various risks and vulnerability has been among emerging agenda in global development advocated by NGOs, governments and international organizations such as ILO. Formal social protection programmes organized by government and the private sector, including co-operatives, have reduced risks and vulnerabilities in LDCs, e.g. co-operatives have safety-net programmes to help people during calamities, food and medical treatment programmes, insurance and pension schemes, and regulatory mechanisms through labour laws and human rights protection. African co-operatives also engage in informal social protection for members and non-members - including promoting welfare of people with disabilities and assist them to be self reliant and visible in their communities (ILO, 2012). Strong co-operatives can remove marginalization and social exclusion by encouraging fairness in opportunity and better livelihoods to all.

3.1.12 Cultural imperialism

Cultural imperialism as “the sum of processes by which a society is brought into the modern world system and how its dominating stratum is attracted, pressured, forced, and sometimes bribed into shaping social institutions to correspond to, or even promote, the values and structures of the dominant center of the system” (Schiller,1976). Today globalization is growing fast and manifests itself in various areas like growth of ICT, transport system, international migration, intermarriages, tourism and trade, and has shrunk global cultural differences. The internet, mass and social media spread various cultural practices globally. Cultural globalization exists through increasing global cultural homogeneity - e.g. life styles and behaviour, preferences, languages and social positioning (how people value/rank themselves). Foreign cultural imitation is increasing in Africa, bringing positive and negative impacts in the development process. Regardless of disadvantages, cultural globalization creates resemblance of people in aspects like consumptions and preferences, behaviour and lifestyles which may be potential for producers/suppliers of goods and services such as co-operatives.

3.1.13 Competition and depletion of natural resources

The efforts to promote socio-economic development globally have been associated with massive exploitation and competition of natural resources. These have even resulted in resource conflicts globally. Resource depletion was among the alarming factors that caused the Club of Rome in 1972 to call for “limit to growth” (Schwettmann, 2015). Undoubtedly, growth has enabled significant poverty reduction but growing number of middle-class consumers, mainly in developing countries will further damage natural resources, and accelerate global warming. Resource depletion is due to changing technologies, demand for resources by growing population and rich class, as well as expanding exploration and extraction of natural resources. The existing competition for and depletion of natural resources demand that African co-operatives change their business model to make better use of available resources to conduct viable businesses. For instance, peri-urban and urban agricultural co-operatives in Tanzania are affected by land decrease but they are less diversifying in commercial and intensive peri-urban and urban agriculture to utilize fully the available markets (Anania, 2017).

3.2 Emerging Global Trends and the Opportunities for African Co-operatives

The world is experiencing a different trend across all development aspects, creating both positive and negatives implication for countries in general and co-operatives specifically. The discussion below reveals various global trends and their implications to co-operative development in Africa.

3.2.1 Opportunities in political and legal environment

Globally, countries work to create better political and regulatory environment for development and promoting people’s welfare as well as promoting political stability and harmonizing laws and policies. For example efforts on good governance aim at creating strong leadership, active and informed citizenship, transparency, accountability and public participation. Governance education and practices are applied in co-operatives and members keep striving to change constraining issues in regulatory frameworks to operate smoothly in competitive economy. For instance in Tanzania, the Co-operative Societies Act of 2013 has allowed forming co-operative joint venture and co-operative-private partnership. Also the proposed East African Community Co-operative Societies Act of 2015 is expected to create more opportunities for co-operatives to operate well within the region. Political stability, good governance, favourable policies and laws are essential for co-operative prosperity. Better legal and political environment gives co-operatives an opportunity to advocate for policy and legal reforms and advocate for good governance within them and lobby for resource access for their members, including women and youths. Co-operatives need to utilize opportunities like joint business and partnership with the private sector.

3.2.2 Opportunities in economic and business trends

African co-operatives are exposed to globalized business environment where harmonized economic policies and business laws among countries, inter-trade agreements, regional integrations, fair trade initiatives, rising middle class and markets are healthy for co-operative development. AfDB, (2014) argued that recently Africa is a frontier market attracting investors’ attention, e.g. foreign direct investments where in 2012, Africa’s in- flow grew to USD 50 billion while exports amounted to USD 641 billion but intra-African trade remains low. Integrations are essential for African growth i.e. engaging in global economy and sharing benefits of growing economies. African exports heavily rely on agricultural commodities and natural resources (30% of exports). Further, AfDB (2014) indicated that up to 2012, Africa’s world market share was only

3.1%, i.e. increased from 2.5% in 2005 but there is promising market in emerging economies. For instance Africa's exports to China rose from 3% to 15%, to India from 3% to 6% and from 2% to 3% to Brazil (see Figures 5a and 5b).

Small market share of Africa in global and emerging economies' markets can be boosted through co-operatives as exporters and facilitators of transaction involved, e.g. co-operative banks and SACCOS. Co-operative can also assist in improving intra-Africa trade share which is very low (in 2012, it was worth USD 147 billion, i.e. only 12% of Africa's exports). There should be efforts to boost national export bases and balance trade deficit through maximizing productivity, increase value chains and commodity diversification among dairy, fishing, beekeeping, horticulture, mining, industrial, transport and tourism co-operatives. Co-operatives can help members compete internationally by developing alternative products and markets, and innovative ways for value addition to traditional commodities (Seipel and Heffernan, 1997).

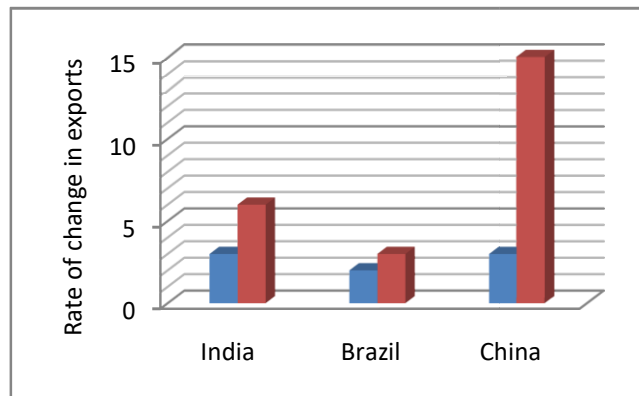
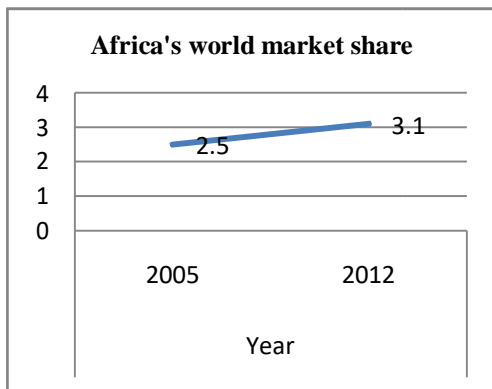


Figure 5a: Africa's share in world market

Figure 5b: Africa's export in Emerging markets

(Based on data by AfDB, 2014 data)

Agricultural co-operatives should increase productivity of agricultural products and other products and export them within and across regional blocks, fair trades and other markets. Agricultural co-operatives are required to respond quickly to emerging trends and seize existing opportunities (Grant, 2012). Co-operative banks and SACCOS should facilitate global the transactions e.g. issuing credits to traders and farmers exporting products and manage their transaction but they need technologies for automation and money transfer services. Co-operatives should engage in industrial production for local and export markets e.g. in Tanzania this can help government efforts to promote industrial based economy. Regional co-operative integrations should co-operate by sharing technologies, markets and resources and even form joint ventures among them or partner with private firms - e.g. by supplying raw materials to the manufacturers and processors. For example, sugarcane farmers through their co-operative in Zambia partnered with a processing company where they acquired some of the company's shares were represented on the board and had access to technology, capital, managerial competence and market from investors (Liu, 2013; Ruete, 2014). People excluded from accessing social and economic services like marketing, input access, information and credits can access them through co-operatives.

3.2.3 Opportunities in the service sector

Globally, governments have been adapting various international development agenda e.g. MDGs and currently Sustainable Development Goals (SDGs) purposely to promote wellbeing of their

citizens. Co-operatives are essential to support government and international development e.g. by working with other partners to promote gender equality, empower women and invest in education to facilitate achievement of quality education and lifelong learning. They can help by establishing their own schools to educate youth and adults (ILO and ICA, 2015a) e.g. Tanzanian SACCOS provide education loans. Other types such as dairy and agricultural marketing co-operatives do also offer credits to meet costs of social services such as education and health, hence co-operatives help fight illiteracy among members. In Morocco, local women have organized themselves in small co-operatives to produce and market organic oil in the Souss- Massa-Draâ region and also learning to read, write and manage a business (ILO and ICA, 2015b). Co-operatives can invest in health services by providing microinsurance, operating health institutions or form health co-operatives. They can address food insecurity by investing further in crop production and providing extension service and inputs to members. They can also help households to access energy, for example the Rural Electrification Agency (REA) project in Uganda co-operatives were set up in districts where their interim board mobilized people to buy shares in the co-operatives and to pay for connection (ILO, 2013). In South Sudan, Yei Electric Co-operative now serves more than 325 accounts, and benefits more than 16,000 people.

3.2.4 Co-operatives and social protection

The governments and private sectors are investing in various social protection programmes for poor, vulnerable and low income people. Mubila (2012) showed Africa faces aging challenge connected with long-term physical and mental disability and other chronic conditions requiring closer care, but less is spent on health, and health care systems are incapable of properly addressing these emerging problems. Only a small segment of the population is covered by pension systems and other social safety nets, hence the majority of the people are vulnerable. The World Bank, (2012) indicated that Africa spends less in social protection with a regional average of 2.8 percent of GDP while only 20 percent of Africans benefit from public schemes. Co-operatives provide informal social protection to members and enhance food security by helping members and other producers to solve challenges confronting them in food production (ILO and ICA, 2015a). Co-operatives need to extend social protection efforts to members or co-operate with government and other stakeholders to provide such protection. They can establish micro-insurance schemes to protect members against risks and vulnerabilities, e.g. price fluctuations, physical incapacitation or death of borrowers, and also minimize use of private insurance firms. Pension schemes can be used to cover members in their old age according to their contributions in co-operatives.

Co-operatives can serve as commission agents of insurance firms; they can also participate in government social protection programmes to channel food aid, medicines and farm-input to the communities in which they operate. Co-operative banks and joint-ventures can form insurance firms to serve members. The Warehouse Receipt System (WRS) in agricultural co-operatives should be promoted to protect members' produce against low prices and enable them to access credits and better prices easily. Social protection can cover vulnerable children; for example, the Kilimanjaro Native Co-operative Union (KNCU) in Tanzania used to set aside part of its coffee sale proceeds to support orphans and children from poor families by paying their school fees (Bee, 2009). In Uganda the Co-operative Food Security Project (CFSP) assisted women to increase food production and storage while the Youth Economic Empowerment through Co-operatives' project enabled over 8000 youths in 10 districts to improve income and initiate business ventures (Kyazze, 2010).

3.2.5 Opportunities from demographic changes

The trends in demographic changes such as birth and death rates, migration and aging population have influence in global development. Population structure which includes many youths and promising birth rate influence more demands for products. Co-operatives can produce/supply goods and services to customers across global-age structures e.g. industrial and agricultural marketing co-operatives can produce goods that may reflect needs of youth, children and adult members. SACCOS and co-operative banks can design financial services to accommodate needs of these beneficiaries. Co-operative retail businesses need to supply retail commodities with high demand locally and globally. ILO, (2015) revealed that co-operatives have also assisted in addressing labour migration - e.g. refugees to get means to survive. Migrants get income and jobs, access affordable goods and services, and empowerment through co-operatives and participate in co-operative movement activities. Co-operatives can facilitate economic, social and cultural integration or re-integration of refugee workers in both destination and home countries. Their businesses can address youth unemployment and help them access market, funds and extend value chains.

Increasing population gives co-operatives investment opportunities in transport, housing, health services, insurance, industries, financial services and education. Dairy, horticulture, fishing and beekeeping co-operatives may exploit growing markets due to high nutritional needs; for example beekeepers' co-operatives in Kasulu, Dodoma and Tabora regions produce quality honey and have a chance to maximize production and even produce other products using honey as raw materials. Agricultural co-operatives can help supply foods to refugees and other displaced people. Aging population gives opportunity to open rehabilitation facilities and centres for old people. ILO and ICA, (2015a) revealed that co-operatives have currently expanded into new forms to respond to diverse crises, for instance social care co-operatives provide care to aged people and help orphans after calamities.

3.2.6 Co-operatives and world urbanization

The world urban population is estimated to be above 6 billion by 2045 (ESPAS, 2015). Currently about 54% of world's population dwells in urban areas and is expected to reach 66% by 2050; by 2030 there will be about 41 mega-cities globally with 10 million inhabitants or more (UN, 2014). Although it is less urbanized, African urban population is estimated at 40% while the average growth rate is 3.7% and projected to be about 2.6% from 2025 to 2050. Africa's urban population is expected to have additional 867 million over the next 35 years. By 2050, Africa will have nearly 56 % of its population living in urban areas (Kay and Nagesha, 2016). Urbanization changes lifestyles, consumption pattern, preferences and social classifications; these are opportunities to co-operatives -for example to supply food crops and animal products, such goods as goods furniture and domestic appliances from industrial co- operatives. The need for more financial institutions serving low income groups provides opportunity for SACCOS, co-operative banks and co-operative insurance to extend financial services to the urban low class people.

Housing co-operatives can build residential and commercial houses to facilitate better living conditions, minimize slums and tackle scarcity affordable shelter. For example housing co-operatives like Mapinduzi, Nala Makazi, and Sinza in Tanzania have facilitated access to affordable housing in Dar es Salaam. More than 350 affordable houses expected to be built in Chalinze, Tanzania by Mwenge Housing Co-operative will also help mitigate urban housing

shortage. Industrial and other types of co-operatives may invest in small and medium industries producing goods for urban, rural and export markets. Transport co-operatives like those in Dar es Salaam, Tanzania and some transport SACCOS in Kenya show the usefulness of co-operatives in providing public transport in African urban areas. Changing urban lifestyles where parents are increasingly looking for quality education, co-operatives have chances to invest in schools and vocational training centers. Inadequate access to health services may be addressed by co-operatives investing in micro-health services and hospitals or health co-operatives. Urban co-operatives may venture in horticulture, poultry and dairy farming for urban consumers and may work as intermediary of rural producer organizations dealing with various agricultural products and get commissions for their services.

3.2.7 Opportunities from environment, climate change and energy trends

Globally, human activities are said to contribute much to climate change and other environmental challenges, hence conservation efforts by various actors are needed. Co-operatives can invest in green technologies like biogas, solar energy and recycling of wastes into energy and finished products. Co-operatives need to increase means to supply farm inputs to increase food productivity for family and the market, hence increase food security since (AfDB, 2014). They can help in intensifying agriculture and food security through integrated value chain approach can advance livelihoods in rural Africans. Co-operatives can play a role as producers (e.g. agricultural co-operatives), as credit providers (SACCOS and co-operative banks), as co-operative insurance providers or as supplier of goods (consumer retail co-operatives and transport co-operatives). Co-operatives can also invest in green energy to enable members' access affordable renewable energy by organizing and paying for renewable themselves (ILO, 2013b). There are opportunities to invest in afforestation activities, biogas installations and rural electrification programme for affordable energy. Co-operatives should engage in local afforestation programmes and carbon emission control business which have income potentials to their members. For instance, UVIMA SACCOS members in Moshi, Tanzania practice afforestation around Mount Kilimanjaro and organic horticultural farming in small household plots as part of membership eligibility and obligation, while at the same time reaping health and nutritional benefits.

3.2.8 Utilizing technological changes

Better technologies are essential to all organizations, including co-operatives, to increase efficiency and effectiveness of their operations. Co-operatives need to access and disseminate user-friendly technologies to their members; these include agricultural technologies, e.g. machines, modified animal and plant species, crop processing, industrial technologies; communication technology – including mobile phones, internet, mass and social media); and automated services like computerized systems for timely services. Technology helps improve quality and output, improve distribution and minimize production costs. In SACCOS and Co-operative banks, for instance, automation helps to minimize time and human errors in service delivery - e.g. ATMs and other computerized banking services. In Tanzania, the Kilimanjaro Co-operative Bank (KCBL) has been instrumental in enabling co-operatives to access funds for their operation with better terms, the leadership and capital challenges it has been facing recently notwithstanding. Computerization may help search for market information and customers. However, there is less automation in most African SACCOS while some of what is in use is outdated (Allen and Maghimbi, 2009). Co-operatives should use youths who are exposed to technologies to assist in improving daily operations. Agricultural co-operatives should help their members adopt technologies like drip irrigation, green house farming and others related to poultry, animal breeding, and crop storage and value addition.

3.2.9 Opportunities from improved gender relations and participation

Gender promotion efforts by governments, activists, CSOs and international organizations have improved gender relations among men and women. ESPAS (2015) revealed women constitute one-tenth of the world's poorest and two thirds of illiterate people and they are poorly represented, have limited access and ownership of resources and in taking responsibilities. Gender qualifications gap and uneven pay exist; for example about 80% of women in Sub-Saharan Africa are underpaid, compared with 20% in Eastern Europe and Central Asia. Co-operatives should increase efforts to promote women inclusion in their decision-making process and accessing resources. The growing role of women in leadership positions in co-operatives can have positive impact on firm's profit possibly due to their commitment and trustworthiness in co-operative business (Smith and Rothbaum, 2013). Improved gender relations and co-operation between youths and adult members can help to; increase in productivity, improved participation of women and youths, promote commitment, improve access to leadership, promoting members' loyalty and better succession planning. It can also improve access to resources among men and women, mostly in rural areas. ILO and ICA (2015a) argued that co-operatives contribute on attaining gender equality by expanding women's opportunities to take part in local economies and societies globally.

3.2.10 Opportunities from the globalized co-operative movement

"Co-operation among co-operatives" is one of the co-operatives principles and can also be realized through globalized co-operative movement. There are different opportunities that can be utilized by co-operatives due to co-operation locally, regionally and internationally - such as accessing market, trading, pushing reforms on policy and laws in respective countries and regions. They can form business relations by forming joint venture, partnerships and other commercial agreements. African co-operatives need to engage in international investment through joint ventures or partnership with foreign co-operatives/corporations to conduct business or raise capital to utilize opportunities. Furthermore, co-operation creates forums for exchanging ideas, experience, technical and managerial expertise as well as financial resources.

3.2.11 Co-operatives and cultural globalization

Cultural globalization is expanding and co-operatives need to realize existing opportunities instead of total opposition. Co-operatives can produce goods and services that reflect the needs of various people across culture and geographical locations. For instance people may establish fashion or textile co-operatives to produce and/or supply certain kinds of clothes, bags, shoes and other goods for children, youths, adults and old people. Globally preferred commodities such as beverages, dairy and food products can be channeled to various consumers both within and outside the countries through co-operatives ventures in such business. There are opportunities in retail food stores, supermarkets and restaurants for fast food to meet needs of the urbanized African populations. Growing international tourism are potential for co-operatives where they can engage in selling various cultural products and conduct cultural exhibitions for tourists, build tourist accommodation and catering in cultural dishes, operate tour companies and organize events. For instance, Sisi-kwa-Sisi tourism co-operative in Mbeya, Tanzania engage in arranging trips to various tourist attractions in the region. These include sites such as Ngozi Crater Lake, Kaporogwe Falls, Mbozi meteorite and the natural bridge at Kiwira. It also organizes trips of several days including overnight stays outside Mbeya, thus proving the potentiality of co-operatives in coordinating global tourism.

3.3 Constraints facing African co-operatives in capitalizing on global development trends

Apart from the opportunities identified above deriving from the emerging development trends, there are various constraints that may hinder co-operatives from realizing their full potential. These constraints are discussed below.

3.3.1 Low youth involvement

There is low youth participation in African co-operatives which is among factors limiting co-operatives' capacity to utilize global business opportunities and address prevailing challenges. Anania and Kimaro (2016) indicated low youth participation being perpetuated by dominance of elderly members in leadership, resource control and decision making. Limited land access to conduct co-operative related business among youths has undermined their commitment to co-operatives. This has affected co-operatives' capacity to utilize emerging opportunities due to low innovation, entrepreneurial culture and adaption of technologies. For example, despite high demands for agricultural commodities like coffee, cashew nuts and cotton, productivity in co-operatives is low and where production is high, accessing markets is challenging since old members cannot handle the task competently.

3.3.2 Inadequate supportive legal-political environment

A favourable legal and political environment is crucial for co-operatives to harness opportunities globally. In Africa co-operative policies, laws and regulations are formulated without adequate involvement by co-operative movement stakeholders - e.g. the members. Low government support is an indication that African co-operatives are less considered as key agents for poverty reduction. Tax exemptions are provided to foreign investors' but not to co-operative businesses. Corruption is high in African co-operatives but inadequate efforts are made to address the challenge. In 2014 about 75 million people in Africa paid a bribe to escape police or court punishment or in order to access services (Pring, 2015). Getting license to start co-operative investment is complicated and time consuming due to bureaucracy. For example, people intending to engage in food products through dairy co-operatives - face challenges to get license from authorities such as national food authorities or bureaus of standards. Members of Nronga and Kalali dairy co-operatives in Hai district, Tanzania were once delayed by such bureaucracy when establishing their co-operatives despite having fulfilled most of the requirements.

3.3.3 Poor technology, innovations and product quality

African co-operatives mostly use outdated technologies in production and processing. Agricultural co-operatives rely on traditional farming system, simple tools poor semi-processing and weak quality control of produce. Similar challenges exist in dairy, fishing and industrial co-operatives etc. For example some dairy farmers keep up to 5 cows with low milk yield (with average of 1 to 3 litres each), high costs are involved in keeping them when, in fact, they could apply artificial insemination and keep fewer but better cattle breeds with high milk yield. Lack of skills in producing quality goods, including quality control, packaging and branding has rendered products less competitive locally and globally. Low levels of education, inadequate capital, poor governance, weak leadership and limited youth participation have hindered innovations in African co-operatives. For years SACCOS have had limited range of services while they could have initiated new products – e.g. micro-insurance, pension schemes, equipment lease and investment in capital markets and real estates. Grant (2012) argued that co-operatives need to modify their

investment approach to ensure that capital investments and returns better reflect utilization and the risks taken by members.

3.3.4 Climate change adaptation capacity

The failure to develop strong adaptive capacity to climate change has weakened African co-operatives, mostly in production and revenues. For instance productivity has declined due to drought, crop and animal diseases and inadequate rains. Adaptive capacity is an important factor that will shape the future severity of climate change impacts on food production (Lobell *et al.*, 2008). Rapid population growth and urbanization have created food demands (FAO, 2017) but minimal adaptive capacity to climate change by co-operatives made them fail to utilize the opportunities e.g. fishing, dairy, coffee, cashew nut and dairy co-operatives. Limited adaptive capacity by co-operatives is caused by; limited capital, poor farming systems, innovation and inadequate education on climate change and adaptive measures.

3.3.5 Globalization of culture

Globalization operates in all development aspects including culture. Cultural imperialism can be seen in terms of Western domination over people's interests, behaviour and preferences. People in developing economies tend to treasure foreign culture and ignore the local one - including consumption of domestic goods and services; this is especially so with the African middle class. Although free market influence consumers' preferences, ignoring domestic goods does not mean modernization. Urban people, including youths, have shifted to "take-away" and imported packed foods while ignoring fresh local ones. Preferences on imported goods have affected co-operatives in agriculture, dairy, consumer retail, textiles and others. For example, although the milk consumption habit among Tanzanians is generally low, people tend to consume imported milk much more than that from local producers. Local coffee consumption is also very low. Some people ignore co-operative banks and SACCOS, regarding them as inferior institutions that provide low quality services and only fit for poor people. This accounts for the failure by co-operatives to develop strong capital base to compete with foreign banks and non-banking institutions.

3.3.6 Limited capacity in global business

For years, export businesses through Co-operative unions enjoyed government protection in the market but membership withdrawal from these Unions, made primary co-operatives enter international business alone. Unfortunately most co-operatives in Tanzania lack experience in export business e.g. searching for reliable markets, understanding customers' preferences, negotiations and output management. Co-operatives mostly rely on few experienced people with exposure to international business instead of developing self internal capacity to international business.

3.3.7 Short value chains and limited diversification

Short value chains in African co-operatives pose a challenge to build capacity for global market. For example chain activities in agricultural co-operatives are input supply, production, harvest and semi-processing, collection of produce, weighing and sorting, transportation and marketing. In most of these chain activities, value addition is less done and, before marketing, no significant value addition is done e.g. branding and labeling, adding ingredients and improving product durability. The agricultural co-operatives in Tanzania still practice traditional model which is characterized much by one primary commodity, limited diversification, promoting members

loyalty and members' services with low entrepreneurial practices. Financial co-operatives e.g. SACCOS and co-operative banks are less diversifying their capital into other investments like in real estate, industrialization and stock market. They could also invest in services like lending for house purchase, life and non-life insurance, and pensions provision which are all concerned with directing flows of money and spreading risks (Birchall, 2004). Furthermore, conservative leadership, limited funds and innovation, poor technologies, and low youth involvement have delayed diversification and value addition in co-operatives.

3.3.8 Limited funds and collective productivity

Shortage of funds and lack of collective production affects co-operative capacity to utilize emerging market opportunities. They need funds to produce quality goods for local consumption and compete in foreign markets. Shortage of funds also affects business diversification to extend product lines, value chain and profitability. Co-operatives also lack collective production which limits their capacity for achieve high output, eliminate middlemen, control quality and influence the market of produced commodities. What is more, most of former co-operative farms are not working: many have been sold, illegally occupied by other people or leased to investors.

4.0 CONCLUSION AND RECOMMENDATIONS

4.1 Conclusion

The emerging global trends manifest themselves in various forms political, economic, demographic, cultural and environmental, creating opportunities and challenges to African co-operatives. Co-operatives can overcome challenges from different global trends and utilize emerging opportunities for betterment of members' wellbeing. Members' commitment, technologies, innovation and cooperation are crucial for harnessing such opportunities. Co-operatives however, fail to fully address issues constraining them in accessing opportunities locally and globally. However, the prospects for co-operative development are bright and hence there is need for concerted efforts to promote and vigorously support co-operative development in Africa. Co-operative as people centered organizations capable of addressing the social evils witnessed today—such as increasing inequalities, insecurities, environmental degradation and pollution, as well as economic and political problems. Co-operatives can establish businesses that will create co-operative economies locally and globally, hence contribute to members' wellbeing as well as national and global development.

4.2 Recommendations

Based on the foregoing discussion and the constraints identified, the paper recommends the following;

- a) The Commissions, Colleges/universities, ministry and department responsible for co-operatives need to promote and supervise of various types of co-operative enterprises and creation of co-operative economies that will lead to socio-economic and political development;
- b) The governments should create conducive policy and legal environment and review policies to address regulatory issues constraining performance of African co-operative businesses;
- c) The co-operative universities and colleges should conduct research to assist co-operatives to identify potentials, opportunities and challenges and how to overcome them. This

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- should include assessing markets and business environment to enable co-operatives excel in local and foreign markets;
- d) Co-operative universities, colleges and other institutions should provide education and training vigorously to empower co-operative members and leaders;
 - e) Public and private institutions should work closely with co-operatives to promote value addition and diversification in co-operatives. They should also work with co-operatives to improve their technologies and quality control in producing goods and services;
 - f) Co-operative organizations need to establish co-operative joint-ventures and partnerships with other co-operatives, government and private actors for business and in accessing opportunities locally and globally;
 - g) The governments, co-operative education institutions and co-operative organizations at all levels should co-operate in strengthening capacity of co-operative financial institutions so they can to provide services that help members access opportunities locally and globally; and,
 - h) The Governments, citizens and co-operatives should work together in various cultural programmes and policy implementation aimed at cultural re-orientation among Africans to revive preferences on local goods and services.

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