

**Wendy
Holm**



**Manuel
Mariño**



**Sonja
Novkovic**



**Marcelo
Vieta**



**Tom
Webb**



**Bob
Yuill**



AUGUST 2016

EXCELLENT PROGRESS! A new Cuban Coop Index¹ has now been developed as a diagnostic tool for Cuba's socialist worker cooperatives (thank you Peter Hough and Jim Johnson) and Peter and I are ready to head down to Havana for a workshop to test the new tool with 2 pilot farm cooperatives.

With the support of OXFAM Cuba and the Canada Fund for Local Initiatives (Canadian Embassy in Havana) the workshop will be held October 17-24 at Centro Niceto Perez, Mayabeque Province. We will also be "training the trainers" in the use of the tool, and are very pleased to be working with Scenius Coop (a cooperative that provides accounting support to Cuban coops) to provide data input/report production support.

We are hoping you can support this important work by helping us raise the additional \$10,000 CAD needed to deliver the workshop! All contributions flow through Saint Mary's and are tax deductible.

If the Cuban Coop Index Tool for Worker Cooperatives proves itself in the pilot tests, it will be available for use by other ANAP worker coops (CPAs). It remains to be seen if this same tool can be used by ANAP's producer coops (CCSs) or whether changes are required to create a Cuban Coop Index Tool for Producer Cooperatives. The next step will be to offer the present tool to UBPC El Vivero Organopónico (Alamar; production chief Gonzalo Gonzales is on our Cuban Advisory Board). Since UBPCs fall under the jurisdiction of the Ministry of Agriculture (not ANAP) this will introduce the tool to an important new audience. We also hope to assist the development of short courses to support education and training needs that arise as a result of coops using this diagnostic tool.

Contact me at 604-417-2434 for more information.

Warm co-operative regards...

Wendy Holm, MMCCU, wendy@wendyholm.com

Manuel Mariño, Regional Director, ICA Americas (direccion@aciamericas.coop)

Dr. Sonja Novkovic, Saint Mary's University snovkovic@smu.ca

Dr. Marcelo Vieta, University of Toronto marcelo@vieta.ca

Tom Webb, Saint Mary's University jtwebb@auracom.com

Bob Yuill, Scottish Agricultural Organizations Society bob.yuill@saos.coop

ATTACHED:

Project Fundraiser Aug 2016

Project Schematic

Profiles International and Cuban Teams

Past Progress Reports (Jan 2016, March 2015, Oct 2014, Feb 2014)

¹ The Coop Index is a diagnostic tool to allow worker cooperatives to measure how successful (or not) they are in integrating ICA principles and values at the member and organizational level. This project, which began in 2014, is being undertaken by Saint Mary's University and Cuban farm organization ANAP. Two Advisory Teams (International and Cuban, see attached) act as the "gyroscopes" of this work – moving forward from many different perspectives and ensuring the knowledge birthed herein is shared beyond the primary participants.

A Proposal To Strengthen Cuba's Farmer Co-Operatives¹ Through Co-operative Education and Training

AUGUST 2016

- Purpose:** This work is part of an ANAP²-led, three-year education and training program to strengthen the co-operative skills of Cuba's farmer co-ops. Neither the Cuban Worker Coop Index nor the Cuban Producer Coop Index will be sector-dependent - once developed and tested with pilot CPAs and CCSs, both can be readily used by worker and producer coops across Cuba. Already, over 400 new non-agricultural cooperatives have been created in response to Los Lineamientos. The product of our work with ANAP will allow cooperatives in ALL SECTORS to measure and improve their inner integration of coop principles and values, strengthening their ability to deliver the promise of the cooperative model. This twins with the objectives of both Cuba (Los Lineamientos) and Canada (support for ICA's Blueprint for a Cooperative Decade).
- Background:** This initiative grew out of a Dec 2011 workshop in Havana and subsequent Cuban engagement at IMAGINE 2012 and SUMMIT meetings in Quebec City in October 2012, the International Year of Co-operatives. This project is part of the "practical" track for the farm sector.
- Context:** Cuba's farm co-ops have an important role to play as Los Lineamientos³ moves Cuba towards a more co-operative, people-centered economy. Cuba's *private* farm co-operatives fall into two categories: worker coops (Agricultural Production Cooperatives or CPA's) and producer coops (Credit and Service Cooperatives or CCS's). They are represented collectively by their member-owned organization ANAP (National Association of Small Farmers). UBPC's - Basic Units for Agricultural Production, created from the division of large state farms in the early 90's following the collapse of the Soviet Union – are also worker coops.
- Opportunity:** To work together with the Cubans to develop a training model that will empower all three types of Cuban farm co-operatives to a) improve their internal (associative and organizational) integration of co-operative values, principles, management and governance and b) facilitate their ability to come together as strong second-tier entities.⁴
- Advisory Team:** International advisory team: Wendy Holm, Manuel Mariño, Sonja Novkovic, Marcelo Vieta, Tom Webb and Bob Yuill. Canadian Associates include Peter Hough and Ryszard Stocki. Cuban advisory team: Mavis Alvarez, Grizel Donestevez, Pablo Fernandez, Gonzalo Gonzales and Jesus Cruz.
- Method:** Diagnostic tool development. National training seminars, in-depth member and organizational training sessions with co-operatives. Bringing in cooperators to speak directly with farmers. Train the trainers courses. Co-op Index benchmarking/progress evaluation. Full Cuban ownership of training model, materials.
- Budget:** \$ 78,228
- Raised:** \$ 40,795 (including pledged)
- √ \$ 5,000 Pledged: Scottish Agricultural Organizations Society
 - √ \$ 4,000 Canadian Embassy in Havana (1st Coop Index Workshop February 2014)
 - √ \$ 5,000 Atlantic Central
 - √ \$ 1,000 Canada Cuba Friendship Association
 - √ \$11,000 Canada Fund for Local Initiatives (2nd Coop Index workshop February 2015)
 - √ \$14,795 Canada Fund for Local Initiatives (3rd Coop Index workshop October 2016)
- SEEKING THIS CALL:** \$10,000 CAD to top-up the October 2016 budget
- Proposal:** ANAP's project proposal is posted at <http://www.wendyholm.com/ANAP.Prop.English.pdf>

¹ Wendy Holm, P.Ag. M.M.C.C.U., , wendy@wendyholm.com 604-417-2434

² ANAP (*Asociación Nacional de Agricultores Pequeño*) was founded by Cuba's private farmers in 1961.

³ Los Lineamientos is a set of policy guidelines adopted by the Cuban government in the Spring of 2011 – after extensive grass roots consultation - to renovate and modernize Cuba's economy consistent with the goals and values of socialism.

⁴ Cuba supports the creation of more complex, "new type" (second tier) cooperatives. To accomplish this effectively CPA's, CCS's and UBPC's must come to the table with the same solid understanding of co-operative principles, values and organization.

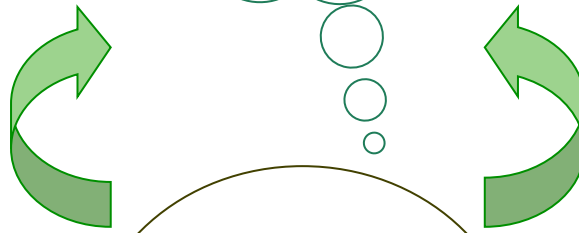
Complex Organizational Theory

Relationship based
Open systems
(interact with environment)
Open Membership
Democratic
Non-Linear
Context and path dependency
Decentralized, self-organizing

Complex Adaptive Systems Characteristics

Diversity
Interconnected independent agents
Adaptive capacity
Ability to learn
Decentralized decision-making
Relationships more important than individuals
Non-linear, path dependent

COMPLEX ADAPTIVE NETWORKS



ASOCIACIÓN NACIONAL DE
AGRICULTORES PEQUEÑO
Vladimir Novas - Coordinator

CUBAN ADVISORY TEAM CO-OP CHAMPIONS

Mavis Alvarez
Grizel Donestevéz.
Gonzalo Gonzales
Pablo Fernandez
Jesus Cruz Reyes

INTERNATIONAL ADVISORY TEAM CO-OP CHAMPIONS

Wendy Holm
Manuel Mariño
Sonja Novkovic
Tom Webb
Marcelo Vieta
Bob Yuill

STRENGTHENING CO-OP CAPACITY WITHIN CUBA'S FARMER COOPERATIVES

FUNDING PARTNERS

Atlantic Central
Cdn Embassy Havana
SAOS

PROJECT PARTNERS

Saint Mary's Univ.
ANAP C Niceto Perez
OXFAM

International Advisory Team Project to Strengthen Cuba's Farm Cooperatives through Support for ANAP's Co-op Education and Training Program



Wendy Holm (M.Sc.) a Canadian Agrologist and Agricultural Economist, has been bringing farmers and university students to Cuba since 1999. Since 2001, this work has been organized through ANAP, the Cuban farmers' organization. In the fourth and final year of Saint Mary's University's Masters of Management, Cooperatives and Credit Unions program, Wendy organized an international workshop on Cuba's cooperative path in Havana in December 2011 and provided background, logistical and networking support to the visit to four Cubans to the conferences Imagine 2012 and the Quebec International Summit on Cooperatives in Quebec City in October 2012. ANAP's three-year strategic plan to support cooperative training is based on a submission

Holm and Cuban colleague Mavis Alvarez tabled with ANAP – at the President's request - in early 2013.



Manuel Mariño (Contador Público Nacional, Universidad de Buenos Aires, Economista de Empresas, Universidad de Uppsala-Suecia) Since 2001, Manuel has served as the Regional Director of ICA-Americas and is based in San Jose, Costa Rica. Before this, Manuel was a consultant to ICA-Américas, Regional Director of the Swedish Co-operative Center for Latin America (based in San José, Costa Rica), and head of Swedish Co-operative Center development projects in Centro América, Uruguay, Paraguay, Kenya and Zimbabwe.



Sonja Novkovic (Ph.D.) is a Professor of Economics at Saint Mary's University. She teaches Global Economy and Society I in the Co-operative Management Education program. Her research interests are in the field of labour-managed and cooperative firms, social economy, and comparative economic systems. She has been engaged in the co-operative academic research through Canadian Association for Studies in Cooperation (CASC), the International Association for the Economics of Participation (IAFEP), and the International Cooperative Alliance Research Committee which she presently Chairs. Her current role as the Academic co-Director of Measuring the Cooperative Difference Research Network in partnership with the CCA also keep her involved with the Canadian cooperative sector. Her participation in a workshop on Cuba's move to a more

cooperative economy in Havana in December 2011 expanded her interests to the Cuban economy and its transformation.



Marcelo Vieta (PhD, Social and Political Thought, York University) is a Postdoctoral Fellow at the Social Economy Centre, Ontario Institute for Studies in Education at the University of Toronto (OISE/UofT). He is also a Research Fellow at the European Research Institute on Cooperative and Social Enterprises (EURICSE) in Trento, Italy. In addition, he is Research Associate at York University's Center for Research on Latin America and the Caribbean (CERLAC) and sits on the board of the Canadian Association for Studies in Co-operation (CASC). In recent years, Marcelo has been researching and publishing on the historical conditions, the political economic contexts, and the lived experiences of the worker-recuperated enterprises of Argentina; the social and solidarity economies of Latin America; and the cooperative movements of Italy and Canada.



Tom Webb (MA) is an Adjunct Professor at Saint Mary's University and recently retired as Program Manager of the Master of Management – Co-operatives and Credit Unions program. He teaches Global Economy and Society II and organizes and conducts the annual Field Research and Study Tour to Bologna and Mondragon in the Co-operative Management Education program. A former Director of Extension at St. Francis Xavier University, he also has 25 years experience as a co-operative manager, member of several co-operative boards of directors, co-operative business consultant and advisor to two cabinet ministers and the Prime Minister on regional development. His research interests cover a range of co-operative management issues and he has spoken widely on various aspects of co-operative business. He is currently involved in a major SSHRCC funded project exploring accounting in co-operatives and researching and writing about co-operative capital and co-operative economics.



Bob Yuill is Deputy Chief Executive of SAOS Ltd. Founded in 1903, SAOS (the Scottish Agricultural Organizations Society) is owned by 75 of Scotland's agriculture and food co-operatives who have a combined turnover of circa £3.2 Billion. The 20 largest co-operatives have an individual membership of 28,950 people. SAOS works with circa 650 board directors on a continuing basis, providing business consultancy, research, education, development of competitive strategies, membership loyalty programs etc. The purpose of SAOS is to ensure that Scotland's farming, food and drink businesses benefit from the commercial advantages that are achieved through co-operation and collaboration. The Scottish Government has supported SAOS's co-operative development work since 1911. The focus is on support for remote communities, providing innovation,

governance training for co-op directors and the development of new markets for farmers and the food industry. Bob manages the SAOS team of project managers taking a leadership role in initiating and carrying out strategic and business development with a wide range of co-operatives and communities. Bob's specialist skills include business planning, strategy development, board governance, commercial feasibility and partnership arrangements. His expertise concerns innovating co-operative strategy for difficult issues such as developing commercial solutions for where there is market failure, removing capital / revenue constraints, improving governance, installing financial planning and control and negotiating commercial partnerships. Bob Yuill is a graduate of the Master of Management Co-operative & Credit Unions program at St. Mary's University, Canada and participated in a workshop on Cuba's move to a more cooperative economy in Havana in December 2011.

Equipo Técnico Asesor Cubano
Proyecto Fortalecimiento del cooperativismo agrario campesino en Cuba.
Apoyo al Programa de Formación y Capacitación de la Asociación Nacional de Agricultores Pequeños (ANAP)

Los miembros Cubano del Equipo Técnico Asesor – ETA – lo integran especialistas con conocimientos y experiencias acumuladas por varios años en la formación de capacidades de gestión cooperativa y en el trabajo de equipo. El rol del ETA como grupo consultivo asesor es apoyar el trabajo de la ANAP en los tres años de realización del Proyecto y también tienen el propósito de canalizar recursos y actores Cubano que puedan contribuir al avance exitoso del Programa tal como se ha concebido. Los cinco miembros del Equipo Técnico Asesor Internacional son : Mavis Alvarez, Jesus Cruz, Grizel Donestevez, Pablo Fernandez y Gonzalo Gonzales. . A continuación se informan sus perfiles profesionales.



Mavis Alvarez Licea Mavis es agrónomo, con un máster en Estudios y Desarrollo de Género de la Universidad de La Habana. Como miembro fundadora de ANAP (la organización de campesinos cubanos), y profesora auxiliar de la Universidad Agraria de La Habana, Mavis ha cumplido trabajos posgrados en Economía Cooperativa en Alemania, España y el antiguo Unión Soviética, y en Género y Desarrollo en el Reino Unido. Autora de varios libros sobre la reforma agraria cubana y la cultura, Mavis Álvarez ha trabajado por más de cuarenta años con las cooperativas agrícolas cubanas.



Jesus Cruz Reyes Jesús tiene un doctorado de Economía, con un tesis sobre el cooperativismo, del Instituto de Economía de Minsk, URSS (1989). Recibió entrenamiento en cooperativismo de la Organización Internacional de Trabajo en Italia (1993), y en la Universidad de Sherbrooke, en Canadá. Profesor de la Facultad de Economía Política en la Universidad de La Habana, Cuba, desde 1968, y miembro de la Comisión Técnica del programa de máster en cooperativismo de la Universidad, Jesús ha organizado seminarios internacionales sobre las cooperativas y ha impartido cursos en varias universidades del mundo.



Grizel Donestevez Sanchez Grizel María Donéstevez Sánchez. Economista. Profesora de Economía Política, graduada en la Universidad Estatal de Moscú “Lomonosov”, en 1980; MsC. en Economía y Desarrollo Económico, Universidad de Oviedo-Universidad Central “Marta Abreu” de Las Villas, 1998, (UCLV). Profesora Titular de Teoría Económica, Presidenta de la Cátedra de Investigación Desarrollo “Víctor M. Figueroa Albelo”, Facultad de Ciencias Económicas, UCLV. Doctora en Ciencias Económicas (2006) con la investigación: “La economía campesina en la transición socialista. El proceso de descampesinización-campesinización”. Desde su graduación desarrolla su actividad investigativa en cooperativismo agrícola. Es autora de numerosos artículos y libros sobre el tema. Desde 2009 es asesora de las autoridades de gobierno para introducción de las cooperativas no agropecuarias en Cuba.



Pablo Fernandez Investigador Adjunto del Instituto Nacional de Investigaciones Económicas (INIE). Profesor Adjunto de la Facultad de Economía. Profesor Principal del Centro de Superación, Capacitación y Extensión del Ministerio de Agricultura. Consultor Nacional de FAO Integrante del colectivo de autores de los manuales sobre gestión cooperativa patrocinados por el PNUD. Integrante del Grupo de Trabajo que tuvo a su cargo la elaboración de los Lineamientos de Política Económica y Social, en el Capítulo VII. Colaborador del Departamento de Control y Organización del MINAG, a cargo del diseño del nuevo modelo de gestión de la agricultura y la propuesta de políticas agrícolas en el proceso de actualización del modelo económico cubano. Integrante del Grupo de Expertos del MINAG a cargo de la confección del Programa de Desarrollo de la agricultura cubana hasta el 2030.



Gonzalo Gonzales Ingeniero agrónomo graduado en 1987 en la Univ. de La Habana. Desde 2009 es el Jefe de Producción de la Unidad Básica de Producción Cooperativa “Vivero Alamar” (UBPC), ubicada en la periferia de La Habana. Esta cooperativa forma parte del Movimiento Nacional de Agricultura Urbana. Como especialista Gonzalo se ha entrenado en el conocimiento y aplicación de técnicas y procedimientos agroecológicos para la producción de vegetales orgánicos, actividad promovida ampliamente transmitiendo experiencias y resultados a otras cooperativas cubanas y extranjeras, incluyendo estudiantes cubanos y visitantes de varios países de América Latina. Su aporte ha sido muy valioso en términos de extensionismo técnico y trasmisión de saberes a personal interesado. Asesora y dirige el proyecto de cooperación financiado por las ong Hivos y COSUDE para la certificación de productos hortícolas orgánicos. Es miembro del Equipo Técnico Asesor del Proyecto para el Fortalecimiento del cooperativismo cubano. En ese carácter asistió en 2012 al evento mundial cooperativo celebrado en Quebec.

**Wendy
Holm**



**Manuel
Mariño**



**Sonja
Novkovic**



**Marcelo
Vieta**



**Tom
Webb**



**Bob
Yuill**



January 2016

In February 2015, Tom Webb and I, together with colleagues Peter Hough and Ryszard Stocki participated in an exceptionally successful three-day workshop at ANAP's Centro Niceto Perez (Güira de Melena, Artemisia Province) to finalize the statement set needed to build a Cuban version of the worker Coop Index.

Over the summer months, a Cuban version of the Coop Index was developed at Saint Mary's University. Additionally, the project proposal between ANAP and Saint Mary's University was streamlined and narrowed to focus more directly on the development and extension of the Coop Index diagnostic.

We are presently fundraising to host a third Coop Index workshop with ANAP in the Spring of 2016 to test the new diagnostic tool with two pilot cooperatives (CPAs), present draft diagnostic reports, train the trainers (Centro Necito Perez) in the interpretation of these reports, and support the Centre in sharing with the pilot cooperatives the results of the analysis.

Next step is to evaluate the development of a Coop Index tool for producer cooperatives (CCS's) – this may be the same tool or it may require some further design/development.

Beyond that, we will support the Centre in developing the training programs necessary to support the needs defined by the report.

Once the Coop Worker Index tool is functioning, it will be made available to Havana UBPC Cooperative Vivero Alamar. All contributions are supported with a charitable tax donation receipt. Below are links that provide further background on this project.

Attached is the Project Schematic, Project Budget and Profiles of the Canadian Advisory Team. Below are links to past progress reports and related material. Please also feel free to contact me at 604-417-2434 for more information.

[December 2014 Update – Planning for the Feb 2015 Workshop](#)
[August 26 2014 Update - Dr. Jesus Cruz joins as Cuban Advisor](#)
[June 6 2014 Report - Meetings with ANAP Concerning Coop Index](#)
[March 2014 Fundraiser](#)

[March 2014 Fundraiser \(Español\)](#)
[February 2014 Workshop Report - Escuela Niceto Perez](#)
[February 2014 Workshop Report \(Español\) - Escuela Niceto Perez](#)
[October 2013 Project Update - Project Launch](#)

Warm co-operative regards...

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Dr. Marcelo Vieta, University of Toronto marcelo@vieta.ca
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Bob Yuill, Scottish Agricultural Organizations Society bob.yuill@saos.coop

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March 11, 2015

Tom Webb and I, together with colleagues Peter Hough and Ryszard Stocki, just returned from an exceptionally successful three-day workshop at ANAP's Centro Niceto Perez (Güira de Melena, Artemisia Province) to finalize the statement set that will be used to build a Cuban version of the worker Coop Index.

Day one of the workshop (February 12) focused on discussions with members of three pilot cooperatives that will participate with Centro Niceto Perez in the development of the Cuban Coop Index for worker cooperatives. In addition to farmers, participants included ANAP's Vladimir Novas, Armando Hernandez Romaro, ANAP educators and regional representatives, and members of the Project's Cuban Advisory Team (Mavis Alvarez and Gonzalo Gonzales). Days two and three (February 13 and 14) focused on engaged discussions between Canadian advisors, ANAP educators, ANAP Nacional representatives and members of the Cuban Advisory Team (Alvarez) to develop an agreed-upon set of Coop Index statements in Spanish and English. The workshop was exceptionally successful.



In the words of Tom Webb: *The Index being developed with the Cubans rests on a questionnaire to be filled out by co-operative members. It is a series of more than a hundred statements to which respondents react with agreement or disagreement. The statements relate to the various key operating functions of the cooperative. The quality of the statements is essential. The workshop started with a set of statements based on ones used successfully outside Cuba with worker owned co-operatives. The group first developed a shared understanding of how Cuban agricultural co-operatives functioned so the statements would reflect Cuban co-operative reality. The second achievement of the workshop was to ensure that workshop participants understood how each statement contributed to the development of an accurate picture of how well the co-operative was functioning and how the statements as a set would be analyzed. The statements were also carefully reviewed to ensure that they were rendered in clearly understandable Cuban Spanish. The product of the workshop is a set of statements that have been honed and polished to work well in Cuba.*

Following the Workshop, Webb, Holm, Hough and Stocki delivered a Thursday panel discussion on the Coop Index at the Saint Mary's University Cuba Coop Tour program of lectures and field visits (Feb 16-20) at the Hotel Nacional. Organized by Wendy Holm, this event attracted an international gathering of coop leaders; program and participant profiles attached.

The \$11,000 CAD to support this workshop – all participants were volunteers - was provided by the Canada Fund for Local Initiatives (Canadian Embassy, Havana) and facilitated through the kind cooperation of OXFAM Cuba and OXFAM Canada.

We are now fundraising to carry on this important work: bringing back the agreed-upon set of questions to Canada to be incorporated in the software, tested, then brought back to ANAP's Centro Niceto Perez in a third workshop to a) trial the Cuban version of the Worker Coop Index with ANAP's pilot coops and further calibrate (if necessary) and b) train the trainers (Niceto Perez educators) in its use as a diagnostic tool to support the advancement of Cuban coops. Next step is to evaluate the development of a Coop Index tool for producer cooperatives (CCS's) – this may be the same tool or it may require some further design/development. Once the Coop Worker Index tool is functioning, it will be made available to Havana UBPC Cooperative Vivero Alamar. All contributions are supported with a charitable tax donation receipt. Below are links that provide further background on this project. Attached is the Project Schematic, Project Budget and Profiles of the Canadian Advisory Team. Please also feel free to call Wendy to discuss at 604-417-2434.

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Warm co-operative regards...

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WORKSHOP SUMMARY **ANAP Escuela Niceto Perez – February 23 and 24, 2014**

International Advisory Team members Sonja, Tom, Marcelo and I¹, together with Peter Hough (CWCF, Coop Index), attended a wonderfully successful workshop on Monday and Tuesday of last week at Centro Nacional de Capacitacion de la ANAP Escuela Niceto Perez Garcia.²

This workshop was part of a 3 year strategic plan placed in my hands by ANAP President Félix Gonzales Veigo in June of last year. Mavis Alvarez and I were honoured to have been asked by Félix in February 2013 to assist him in its drafting.

Tragically, Félix Gonzales Veigo passed away suddenly on Tuesday February 18th. This project is a wonderful demonstration of his leadership and vision. We feel collectively challenged and inspired to make its success part of his legacy.

Our two-day start-up workshop could not have been more successful! Participating were Vice Director Armando Hernandez Romaro and five of his teaching staff (who led a discussion of the role, capacity and needs of ANAP's Escuela Niceto Perez); Cuban Advisory Board members³ Mavis Alvarez, Grizel Donestevéz Sanchez, Gonzalo Gonzales and Anita del Risco; and SMU MMCCU Graduate Student Ivette Garcia, Professor at the University of Havana.

The first day of the two-day workshop focused on getting to know one another. To explore what each brings to the table and how we might work together to support the success of Cuba's farm cooperatives as they enter a new and exciting cooperative era (Los Lineamientos 2011).

The afternoon focused on sharing with the International Team a stronger understanding of how Cuba's three types of coops (CPA, CCS, UBPC) are structured, how they function, how they differ, and ANAP's role in supporting members and their cooperatives.

The morning of the second day focused on a presentation and wide-ranging discussion, led by Peter Hough, on the Coop Index: how it works, how it is structured, what it is and

¹ Manuel and Bob were unable to attend.

² Preceded by a Sunday dinner meeting of International and Cuban advisory team members.

³ Pablo Fernandez was unable to attend.

what it is not, how it is used in Canada and elsewhere, how it might be adapted (or designed from scratch) for use by Escuela Niceto Perez in their work with Cuba's socialist worker (CPA, UBPC) and producer (CCS) coops.

The afternoon of the second day focused on "next steps": Do we all agree on direction? If so how do we move this forward? The workshop concluded with the following accords:

1. The Vice President and members of the teaching staff of Escuela Niceto Perez value and accept the "Train the Trainers" invitation by ANAP to work with members of the International and Cuban Advisory Teams to strengthen farm cooperatives.
2. The Coop Index was recognized by Escuela Niceto Perez as a valuable diagnostic tool for members to understand better coop training needs and allow them to pursue more successfully their true cooperative potential.
3. The structural differences between Cuba's farm cooperatives suggest it may be possible to "tweak" the existing tool for CPA's and UBPC's, the tool will most likely require rebuilding from the ground up for Cuba's producer coops (CCS/CCSF's). It is possible that one tool can be designed and build for use by both, but this cannot yet be determined.
4. Two printed copies of the worker Coop Index questions, translated into Spanish, were circulated to the Cuban Advisory Team and the Escuela Niceto Perez for comment. It was acknowledged by all that this comes from a capitalist model and some changes will be necessary to fit the socialist context.
5. Members of the International Team asked for the following information:
 - a. Brief write up on structure and function of Cuba's three types of farm coops. Different ways in which they sell/market their products? How prices are determined?
 - b. Key management issues facing coops today?
 - c. Update on laws affecting coops (existing, update on proposed changes).
 - d. Armando Hernandez offered to circulate a recent document explaining recent changes to how cooperatives now market their products in Mayabeque and Artemisia provinces.
6. Members of the Cuban Team and Escuela Niceto Perez asked for a copy of Peter's Coop Index power point presentation in Spanish (Marcelo will translate). It is again noted that the English copy of the power point that many copied at the workshop has an error: on slide eleven, "ideal worker" should read "ideal worker cooperative".

7. Next step is for Coop Index tool developers to install a Spanish translation of the Coop Index report in a draft Cuban version of the tool.
8. The Cuban Team and Escuela Niceto Perez representatives will report back to the International Team with an estimate of how many (and which specific) questions might need to be changed in order to allow the tool to be successfully used by CPA's and UBPC's. It was generally agreed that if the number of questions needing rephrasing is ten or less, tweaking is likely possible. If there are a great deal more questions that need "adjusting", then the best course of action may be to design one Cuban Coop Index tool that works for all types of Cuban farm coops, if possible.
9. An Action Plan was summarized as follows:
 - a. Training workshop with Escuela Niceto Perez once Spanish tool available.
 - b. At the invitation of Escuela Niceto Perez, meet with members of a representative CPA and a UBPC to determine if the modified worker coop tool will be useful; fine tune questions as needed.
 - c. Analyse results: will modified tool work or is new, combined tool needed?
 - d. If yes, begin work with a pilot group of co-operatives – ANAP and member coops to select CPAs. ALAMAR Organoponico (UBPC) should be in the pilot project as well. Coordinating work for Alamar will be Gonzalo Gonzales (Cuban Advisory Team member, Alamar member), Grizel Donestevéz Sanchez (Cuban Advisory Team member, Univ. of Villa Clara prof in Cooperatives) and Ivette Garcia (MMCCU Cuban Student).
 - e. Begin discussions with Escuela and CCS members to design and build a Coop Index tool for Cuba's producer coops.
10. Gratitude was expressed to The Canadian Embassy in Havana and Atlantic Central for so generously supporting this workshop. Thanks were also expressed to all present for taking their professional time to collaborate on this important initiative.
11. Thanks to the excellent translation skills of Rose Ana Berbeo and colleague Nadia, the workshop was simultaneously translated into Spanish and English. An informal video of the 2-day workshop will be made available.

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