

Transformative Leadership Adoption Assessment

A MANUAL FOR CO-OPERATIVES

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Asian Women in Co-operative Development Forum

ISBN 971-92418-3-7

Published and distributed by
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With fund support from **MISEREOR**

2005
Quezon City, Philippines

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acKnOWledgMENTS

The Novaliches Development Co-operative (NOVADECI-Philippines) for welcoming the AWCF team in July 2002, for the piloting of the draft version of the transformative leadership adoption assessment manual

The AWCF members for their support to the development of the assessment manual: Center for Agricultural Extension Volunteers (CAEV) in Vietnam, Credit Union League of Thailand (CULT), Credit Union Promotion Club (CUPC) in Malaysia, Forum for Co-operative Development (FORMASI) in Indonesia, and National Confederation of Co-operatives (NATCCO) in the Philippines

To the following representatives of the AWCF members to the validation workshop held for the assessment manual (February 2005, Philippines):

Nguyen Nuu Nhuan (CAEV), Pattareepan Pongwat (CULT), Anik Dwi Martuti (FORMASI), Evangeline Lopez and Cristina Salvosa (NATCCO), and Aster Peneranda and Angie Valdez (AWCF Secretariat)

Brenda Batistiana—manual writer; validation workshop facilitator

Cecile Abis—manual contributing writer; editor

Cecile Abis and Jim Marpa—artists

GloSSary

Access to resources: the ability to reach and make use of resources. Some institutions differentiate it from control over resources because access to the use of resources does not necessarily imply the power to control them. Some, however, define access as right or opportunity to use, manage, or control resources.

Control over resources: the right and ability to make decisions on the use and management of resources.

Economic goals and social goals of the co-op: refer to the dual role of the co-op—recognizing and serving the economic and social needs of the members as well as of the community. Aside from surviving as businesses, co-ops must also address the social needs of the members and the communities, with the realization that addressing these social needs would, in turn, help the members and the communities to be more economically capable. In the long term, this economic capability would benefit the co-ops.

With economic goals, the co-op aims to uplift the economic condition of the members, primarily, and the community. The co-op could design financial products and provide financial services for the members, especially those who most need these products and services.

In many poor communities in developing countries, especially in Asia, co-ops exist in the communities to provide services to the people to improve their lives. In this condition, the co-ops (small or large as they may be), in response to the members' and communities' multiple needs, provide services that address not just economic needs but also social needs. In many cases, the members themselves expect and demand these services from the co-ops. In other cases, government agencies and development institutions use co-op facilities to serve poor communities. Some of the services provided are literacy classes, health and nutrition education and services (including awareness-raising on HIV/AIDS), livelihood skills training, and gender-sensitivity training (including awareness-raising on violence against women).

Gender: the social differences and relations between women and men that are learned, changeable over time, and have wide variations both within and between cultures. These differences and relationships are socially constructed and are learned through the socialization process. They are context-specific and can be modified.¹

Gender equality or equality between women and men: refers to the equal rights, responsibilities, and opportunities of women and men, girls and boys. Gender equality is not just a "women's issue"; it concerns men as well. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Equality between women and men is both a human rights issue and a precondition for sustainable people-centered development.²

Gender equity: a situation where women and men equitably benefit from the available resources and opportunities, to which both of them have equal access. To elaborate on this meaning of gender equity: "A fox and stork may be given equal opportunity to eat from a dish. Who gets most depends on whether the dish is wide and shallow to suit the fox, or deep and narrow to suit the stork. For equitable impact, each would have to eat a share of the food from its own dish."³

Gender-responsiveness: the presence of concrete actions or measures (for example: programs, projects, services, processes, etc) to resolve gender inequality and inequity, and to respond to the needs and interests of women and men.

Gender-sensitivity: the recognition of the underlying and hidden causes of inequity between women and men, and the acknowledgement of their different and common needs and interests.

Planning, implementing, and monitoring and evaluation (PIME): the functions of management developed into systems, may also be referred to using terms like “planning, organizing, directing/implementing/actualizing, controlling”

Policies: may also be referred to (in co-operatives in some countries) as “guidelines,” “procedures,” “processes,” “rules,” and similar terms, usually in relation to how an organization, like a co-operative, can be run or operationalized (for example: lending or credit policies, election policies, etc.)

Practical gender needs and strategic gender interests: Addressing gender issues includes working on both practical gender needs and strategic gender interests. The term “practical gender needs” refers to the day-to-day needs of women and men such as food, water, fuel, income, health care, etc. Practical gender needs are related to gender roles. For women, practical gender needs relate to fulfilling their productive, reproductive and community-managing roles and responsibilities. Where household cooking and fuel collection are women’s responsibilities, more efficient stoves, for example, would address women’s practical gender needs. In most cases, addressing the practical gender needs makes women’s work more efficient and cost-effective.

The term “strategic gender interests” refers to the needs and concerns of women and men that if addressed will resolve gender inequality and inequity. Because traditional gender views and practices have been deeply ingrained in the consciousness of individuals and culture of society, measures to address these needs and concerns are deemed to be long-term, and should be multiphased and multidimensional—that is, cognitive, affective, and behavioral for individual persons, and economic, social, and political for society. Addressing strategic gender interests begins with an analysis that women are subordinate to men, resulting from the social and institutional discrimination against women.

Thus, the ultimate goals of addressing strategic gender interests are to create gender equity and equality by changing gender roles/responsibilities towards the equitable sharing of resources (for instance: land rights, education, training, technology) and benefits between women and men.

In practice, on the one hand, an approach that emphasizes practical needs may make room for recognition and consideration of strategic interests. On the other hand, satisfying practical needs often reinforces the existing division of labor, that which subordinates women. Making water more accessible to women who have to fetch it, for example, does not change the relative position of women to men.⁴

Programs, projects, services (PPS): may also be known (in co-ops in some countries) as “activities,” “support to the members” and similar terms

Vision, mission, goals (VMG): A vision is a short, succinct, and inspiring statement of what the organization intends to become and to achieve at some point in the future. It refers to the category of intentions that are broad, all-intrusive and forward-thinking, describing aspirations for the future, without specifying the means that will be used to achieve those desired ends.⁵ Vision may also be known (in co-ops in some countries) as long-term or future “dreams,” “objectives,” “purposes,” “what the organization wants to see in the future,” and similar terms.

A mission statement is an organization’s general statement of its distinctive thrusts and roles to achieve the vision. It makes concrete the leaders’ and organization’s view of the direction and purpose of the organization.⁶

Goals are specific objectives, based on the vision and mission, that relate to specific time periods and are stated in terms of facts.⁷

Endnotes

¹ ILO, 2000

² *ibid.*

³ CCIC, MATCH International Centre, 1991

⁴ www.unifempacific.com (adapted)

⁵ www.1000ventures.com (adapted)

⁶ *ibid.*

⁷ *ibid.*

acRONYMS

AWCF: Asian Women in Co-operative Development Forum

BOD: Board of Directors

CAEV: Center for Agricultural Extension Volunteers

CAPWIP: Center for Asia-Pacific Women in Politics

CULT: Credit Union League of Thailand

CUPC: Credit Union Promotion Club

DO: development-oriented

FGD: focus group discussion

FORMASI: Forum for Co-operative Development

GA: general assembly

GS: gender-sensitive

GST: gender-sensitivity training

ICA: International Co-operative Alliance

IF: issue-focused

M & E: monitoring and evaluation

NATCCO: National Confederation of Co-operatives

PIME: planning, implementation, and monitoring and evaluation

PPS: programs, projects, services

SDD: sex-disaggregated data

TL: transformative leadership

VMG: vision, mission, goals