

ACCORD

The Australian Centre for Co-operative Research and Development (ACCORD), a joint venture between the University of Technology, Sydney (UTS) and Charles Sturt University (CSU) with support from the New South Wales Government, is a centre dedicated to research and development of co-operatives, mutuals and the broader social economy.

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Charter

Mission*

To build, apply and disseminate knowledge about member based democratic organisations that increases Australia's capacity for finding collective solutions to achieve sustainable social and economic outcomes.

Objectives

Our objectives are:

- To increase and publicise knowledge of the dimensions, strengths and potential of Australia's co-operatives and other social enterprise organisations.
- With innovative leaders of co-operatives and other social enterprise organisations, identify and implement strategies to develop co-operatives, the co-operative movement and social enterprise more generally.
- To monitor, interpret and publicise international trends in the research and practice of co-operation and social enterprise and to interpret Australia's experience to the world.
- To assist in the understanding and development of co-operatives and social enterprise organisations in our Asia/Pacific region.
- To advise governments about ways to strengthen co-operatives and the wider social economy.

Focus

Our work will focus on projects that enhance both social and economic objectives. Projects cannot be justified simply on the basis that the client/subject is a co-operative - our involvement hinges on the extent to which the project advances both social and economic goals.

Co-operatives are the core of our work. However, our work extends to an understanding of organisations that similarly combine a commitment to democratic organisation, and social and economic objectives.

To maximise our impact we will work on projects which have wider implications, application, or which are replicable. If we work with one co-operative on a project, it will be because we believe that in doing so we will draw lessons that will help the broader cooperative sector, or part of it.

ACCORD's Board of Management adopted the above mission, vision and focus at its October 2001 meeting. It replaces and amends out earlier vision and mission statement. ACCORD operated under the earlier statement for the year 2000-2001. A copy of this statement can be found in our previous Annual Report.

Chairs' Report



This is my first report as chair of ACCORD.

I would like initially to pay tribute to my predecessor Ian Langdon. Ian willingly accepted the role of inaugural chairperson of ACCORD despite a very heavy workload as the independent chair of the Dairy Farmers Group. He helped steer ACCORD during its critical first year of operation. Ian resigned as chair only after it became clear that his increasing commitments at Dairy Farmers Co-operative were making it difficult to devote the time he felt necessary to ACCORD. I would like to thank him for his important contribution.

ACCORD is Australia's only co-operative research and development centre. As such, it has a critical role to play in ensuring the future development of co-operatives and the broader social economy. It is important that its presence makes a difference.

The centre's second year has been a time of significant achievement and reflection.

The direction charted for the centre during the first year by the Board and management has been largely continued, but given sharper focus as a result of our experience. A major priority has been the development of a strong research base to compliment the consultancy and development activities commenced in year one.

Perhaps our most notable success this year was in winning, at our first attempt, significant funds from the Australian Research Council, (ARC) for a project examining the nature of membership. The establishment of a strategic, properly funded research program has been one of the missing components of the Australian co-operative scene. The membership project along with other research already commenced, and future ARC applications will help address this need.

As this reports notes ACCORD has further expanded its client base during 2000-2001. Consultancy and development projects focus ACCORD on the practical and immediate needs of co-operatives and communities, the development activities complimenting the basic long-term research.

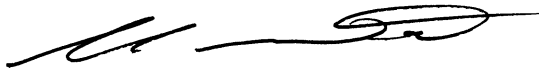
One of the themes to emerge from the centre's project work this year has been the importance of finance to co-operative development. Three unrelated projects highlight aspects of this. During the year ACCORD assisted a central western NSW grain marketing co-operative issue a form of hybrid equity to its members – this is only the sixth such issue in Australia. The hybrid equity instrument tried to incorporate some of

the features of the successful USA *New Generation Co-operative* (NGC) model. NGC's have been featured in several ACCORD seminars, as well as being the focal point of some of our research.

The second project focused on co-operative housing. Its purpose to examine how new equity models could support greater ownership and development of co-operative housing in NSW. Although co-operative housing has comprised the largest group of co-operative formations in NSW over the last ten years, they are still only a small part of the overall social housing sector. The third project which had, in part, some finance aspects was research into the CreditCare Program. ACCORD endeavoured through this research to understand the role of Credit Unions in community and co-operative development, particularly in rural and regional parts of Australia where financial services have been withdrawn. These projects highlight that further work needs to be done. Financing models have been identified as a priority area for ACCORD over the next few years. The projects also point to the important role of public policy in creating an enabling environment for fundraising by social economy organisations.

By early 2000, ACCORD was operating for the first time at close to its full staffing level. Our second year also saw the opening of ACCORD's UTS office, joining the CSU office, which had been operating since our formation. These activities effectively signalled the end of ACCORD establishment phase.

As the year drew to close, the Board commenced a process of reflection and evaluation of the centre's first two years. It is hoped that this process will result in the major funders, the NSW Department of Fair Trading, the University of Technology, Sydney and Charles Sturt University recommitting to a further three years of core funding for the centre.



Uri Windt
Chair



Co-Directors' Report



ACCORD's second year has confirmed that our early confidence in the need for a university based research centre focused on co-operatives and the broad social economy was not misplaced.

The year has been both busy and demanding.

Much energy has been committed to ensuring that the necessary infrastructure is in place for a sustained research and development effort. This has meant recruiting additional staff, opening offices and attending to the day-to-day tasks of managing a research centre. It has also meant ensuring continuity of programs and focus during the changeover of key individuals, most particularly the chair and CSU co-director positions.

We have given priority to and been successful in our efforts to establish a research profile. Our first ARC Linkage grant will, we are sure, act as a stimulus to further research applications and projects. From this will flow increased interest in and support for the centre within the host universities. Not only will the resulting research add to the developing body of knowledge but also it will help inform the practice of co-operation in this country.

Part of our effort in the past year has been directed towards connecting with key researchers and practitioners involved with government, co-operatives and the broader social economy. We held the first meetings of our Associates Network and Advisory Committee; more are planned for the coming year. Use was also made of our International Advisory Committee for several projects. Efforts have been made to involve more of our university colleagues in the work of the centre. Professor John Spriggs and Associate Professor Frank Vanclay from CSU have both been heavily involved in the preparation of two of ACCORD's ARC grants during the year.

ACCORD staff have been invited to participate in a number of national and international conferences, sometimes as keynote speakers. Within a few months, we expect to complete a research agreement with the NSW Registry of Co-operatives so formalising one of our most important relationships. We have also played an active role as an associate member in the International Co-operative Alliance. Finally, we have strengthened our working relationship with the co-operative federations throughout Australia and New Zealand.

One of the main expectations of a research and development centre is to publish. The first series of ACCORD's Background Papers were produced this year. Five titles on topics, including co-operatives in Australia; successful co-operative and social economy initiatives in Spain and Ireland; and the role of co-operatives in rural and regional Australia were released in late June. Further titles are planned for the coming year.

We look forward to our third year, the final in the current funding round. In many ways, the time is right for co-operation to again be positioned centre stage in Australian public life. However, our journey so far has demonstrated that to be successful in that goal we need to be very focused in our activities. That is our task for the next year.



Mark Lyons
Co-Director



Kay Plummer
Co-Director

Highlights

Our Second Year

- ACCORD was successful in winning, at its first attempt, an Australian Research Council Linkage grant. Approximately \$200K of funding will be provided over two years. The project, due to commence in early 2002, will examine the changing nature of membership in a variety of Australian based member organisations.
- The centre's client list continued to expand during the year. New clients commissioning work included the International Co-operative Alliance, the NSW Office of Community Housing, the Fair Trading Advisory Council and a number of Australian co-operatives, including the NSW Association to Resource Co-operative Housing (ARCH).
- The first series of ACCORD Papers were published. Five titles on topics, including co-operatives in Australia; successful co-operative and social economy initiatives in Spain and Ireland; and the role of co-operatives in rural and regional Australia were released.
- ACCORD staff were again asked to present papers to state, national and international co-operative conferences.
- ACCORD continued to organise and sponsor occasional seminars featuring leading co-operative speakers including Rob Church, USA; Dr Gary Lewis, Australia; Tom Webb, Canada; Professor Mike Cook, USA; Dr Byron Henderson, Canada and Shaun Fensom, UK.
- A series of internally initiated research projects were commenced. These included: a review of the CreditCare program; a new co-operatives project, examining trends and issues associated with recent co-operative formation in NSW; a project analysing the performance of co-operatives including balanced scorecard approaches, further work reviewing agricultural co-operation in Australia and internationally and, finally, a detailed review of co-operative and mutual public policy in Australia.
- ACCORD continued its research into forms of online co-operation. It was also involved in discussions with the key players involved with the introduction of the new dot coop domain.
- ACCORD was engaged by a NSW co-operative to provide advice on an issue of Co-operative Capital Units (CCU's). CCU's are a form of hybrid equity and this was only the 6th time such units have been issued in NSW.
- ACCORD's newly created Associate's Network meet for the first time during the year.

- During the year, ACCORD sought to strengthen its relationship with the state based co-operative federations operating throughout Australia. It also continued to work closely with the NSW Registry of Co-operatives and the International Co-operative Alliance.
- ACCORD continues to host visits to NSW by overseas co-operative delegations. Including a visit to Sydney by representatives of the apex co-operative organisation of China.
- On the administrative front, both of ACCORD's university-based offices became fully operational during the year. Additional research and administrative staff were engaged bringing staff numbers up to full strength.

Governance

Board of Management

The Board of Management sets the strategic direction for the centre and monitors its performance. The board comprises, an independent chair, agreed by the three principal funders of the centre, the two Co-Directors and representatives of the Vice Chancellors from the two universities.

The Current Board comprises:

Chairperson: **Uri Windt**

Co-Directors: **Mark Lyons**
Kay Plummer

Other Members: **Jenny Onyx**, (Associate Professor, Faculty of Business, UTS)

Brian Given, (Assistant Director General, NSW Department of Fair Trading)

Denise Jarratt, (Associate Professor of Marketing and Sub-Dean, Research, Faculty of Commerce, CSU)



Uri Windt



Brian Given



Jenny Onyx



Denise Jarratt



Kay Plummer



Mark Lyons

Board Changes in 2000-2001

As noted, the inaugural chair of ACCORD Ian Langdon resigned during the year and was replaced by Uri Windt. Co-Director Terry Bishop retired from his academic position

at Charles Sturt University in August 2000 due to ill health and was replaced in October 2000 by Kay Plummer. Peter Booth also resigned from the Board during the year following his promotion to Dean of the Faculty of Business at UTS. He was replaced by Jenny Onyx.

Board Meetings

The Board met three times during the year, on 1 September 2000, 1 December 2000, and 13 June 2001. It would have met more frequently, particularly in early 2000, but it took longer than expected to confirm a replacement chair following Ian Langdon's resignation.

Staff Movements

Our second year saw a number of staff changes. The most significant additions were the recruitment in February 2001, of Dr Jo Barraket as a Research Fellow and Lisa Fowkes as Project Manager. These were both full time positions and based at ACCORD's UTS Sydney office. Branka Krivokapic joined ACCORD's CSU office as a part-time research associate. Carolyn Smeaton joined ACCORD UTS as an Executive Assistant in October 2000 replacing Sandra Chia who had filled the position on a temporary basis. Roumen Dimitrov was engaged on a temporary basis in early 2001 to work at ACCORD UTS on the co-operatives online project. UTS Co-Director Mark Lyons was engaged for two days a week. This paid employment supplemented his one-day a week, which was part of UTS in-kind contribution to ACCORD. CSU Co-Director Kay Plummer was employed for one day a week.

Advisory Committee

ACCORD's Advisory Committee met for the first time in December 2000.

The role of the Advisory Committee is to provide advice to the directors and staff of ACCORD on current issues and future directions for the centre. It is made up of representatives from the major stakeholder groups with an interest in the work of ACCORD. The current composition of the Committee is as follows.

Chair: Uri Windt

- Narelle Kennedy, Chief Executive, Australian Business Foundation Ltd and a member of the Co-ops Council
- Helen McCall, Consultant and Secretary, Co-operatives Federation of NSW
- Race Mathews, Senior Research Fellow, International Centre for Management in Government
- Gary Moore, Project Director, Strengthening Local Communities, Premier's Dept
- Jack Ball, former President, Clubs NSW
- Alison Peters, NSW Labour Council
- Kevin Foley, Standards Australia
- Janet Singleton, Director, NRMA
- Graham Loughlin (resigned August 2001)

Associates Network

The first meeting of the Associates Network was held in November 2000. More meetings are planned for the coming year.

The network includes some of Australia's most experienced co-operative development and research specialists. The Associates Network was established to complement the expertise and skills available internally to ACCORD and to create a pool of experts in relevant fields who can participate in various research, training and development projects undertaken by ACCORD.

Current members include:

- **Dr Gary Lewis** who has been described as Australia's most distinguished co-operative historian.
- **Dr Bill Pritchard**, an academic geographer from Sydney University with an extensive research record, particularly in the field of agricultural co-operatives; agribusiness systems and networks; and rural and regional economics, geography and spatial analysis.
- **Susan Hocking**, an economist with experience in academic research, most recently jointly conducting research into the size of Australia's third (or non-profit) sector; and with government, including the Productivity Commission.
- **John Booth**, the Chief Executive Officer of the Co-operative Federation of Western Australia. John has been involved in the revision of co-operative legislation as well as formation, registration and initial administration of co-operatives. He was also involved in development of a co-operative option for the restructure of the Wheat Board.
- **Graeme Charles**, the Secretary of the Co-operative Federation of Victoria Ltd. Graeme is an accountant and a teacher, and worked as an enterprise facilitator for Rural Enterprise Victoria from 1992 to 1997.
- **Bob Corben**, a CPA in Public Practice, Fellow of Chartered Institute of Corporate Managers; Registered Company Auditor; Director, Torch Publishing Group. Bob is a former member of the NSW Co-operative Advisory Council and was a board member, during the 1980's, of the Workers Enterprise Corporation, (WEC).
- **Anthony Esposito**, the secretary of the Co-operative Community Council; an independent development agency for community-based co-operatives in southeast Queensland founded in April 1990.
- **Paul Fitzgerald**, consultant and former Chief Executive Officer of Job Futures Ltd., one of the largest employment services group in Australia. He has participated in a range of high level Federal and State government policy changes in the areas of employment and social welfare reform. He has also been a consultant strategic planner and the Chief Executive Officer of the Yorke Regional Development Board.
- **Peter Gates**, the National Program Manager with the Mercury Centre. Peter is also the former Chair of Endeavour Credit Union and a Director of

FutureStaff Limited, which provides trainees and training services to the Finance industry. He is a member of the Australian Institute of Company Directors and the Australasian Institute of Credit Union Directors (AICUD).

- **Chris Greenwood**, editor and founder of National Co-op Update, the only national newsletter serving the co-operative sector. During 1995, he compiled a major research report titled 'Australian Dairy Co-operatives - Planning for the Future'. In 1999, he conducted further published research into co-operatives focusing on hybrid equity instruments and other of external funding.
- **Susanne Haydon**, who is conducting a research study at Sydney University on the changing nature of work and the implications of these changes on organisational development. In 1995-96, Susanne worked as part of the Co-operative Enterprise Project team, which co-produced the Employee Buyouts booklet and produced Creating Jobs through Employee-Owned Co-operative Enterprises: A Guide for Business Advisers and Jobseekers.
- **Jim Howard**, a qualified practising accountant with his own practice, specialising in taxation and business advice. He is currently a consultant to the Co-operative Federation of Queensland. He was a former Registrar of agricultural co-operatives in the Queensland government and a former chair of the Co-operatives Council of Australia.
- **Subra Jayahanthan** who has served in the positions of Senior Advisory Officer, Chief Advisory Officer and Senior Policy Analyst successively in the Registry of Co-operatives within the NSW Dept. Fair Trading from 1987. He was an Asst. Government Agent in Sri Lanka and in 1974, became the Deputy Commissioner, Co-operatives in the Dept of Co-operatives, Sri Lanka. From 1983 to 1985, he was the Registrar of Co-operatives and Friendly Societies in St.Lucia, West Indies and from 1985 to 1987 he served as the Adviser on Co-operatives to the Govt. of Grenada, West Indies.
- **Jill Jordan**, the co-founder and director of Manduka Community Settlement Co-operative, Maleny. She has also been a co-founder of the Maple Street Co-operative; Maleny and District Community Credit Union; Sunshine Coast Co-operative Study Group; Wastebusters Recycling Co-operative; Co-operative Community Council and the Maleny Co-operative Club. Since 1989, Jill has been consulting on co-operative formation. Jill's interests are community co-operatives, taking co-operative education into High Schools and interpersonal skills.
- **Brad Plunkett**, an economist, currently with Agriculture WA as a Research and Policy Officer. He has been working in the area of Competition policy for the past 4 years. As part of a Masters Degree, Brad has written a paper on *New Generation Co-operatives in Australia: Principles and Practicalities*, examining Tatura Milk Industries' history, philosophy, strategy and structure, its use of s120 of the ITAA and a comparison with US style NGC structures.

The Staff

Prof Mark Lyons – Co-Director: UTS



Mark is a Professor of Social Economy in the School of Management at the University of Technology, Sydney. He has a PhD from the Australian National University and has researched and published in the fields of Australian history, social policy and nonprofit organisations and civil society.

From 1986-1989, he was Executive Director of the Australian Council of Social Service (ACOSS). He was the foundation chair of Australian and New Zealand Third Sector Research. He is Director of the Australian Nonprofit Data Project (ANDP), which, inter alia, provides Australian participation in the Johns Hopkins Comparative Nonprofit Sector Project. He is also a former Director of UTS's Centre for Australian Community Organisations and Management (CACOM).

He has explored the relationship between non-profits and both government and business, and has been a member of the Australian Statistics Advisory Council, the Prime Minister's Round Table on Business/Community Partnerships and the Australian Government's Reference Group on Welfare Reform. He is an Executive Member of the Asia Pacific Philanthropy Consortium and Director of the Asia Pacific Philanthropy Information Network.

His book *Third Sector – The Contribution of Nonprofit and Co-operative Enterprise to Australia*, the first comprehensive study of Australia's third sector, was published by Allen & Unwin in February 2001.

Kay Plummer – Co-Director: CSU (from September 2000)



Kay is a Co-Director of ACCORD, the Australian Centre for Co-operative Research and Development and a Senior Lecturer in Accounting at Charles Sturt University. Her research interests are in ethics, and the use of the balanced scorecard to measure the co-operative advantage, assess strategy, and drive performance within co-operatives and provide a more complete reporting to members and external stakeholders.

Before joining CSU in 1997, Kay lectured in financial accounting and auditing for six years at University of Technology, Sydney. She has held senior positions in TAFE NSW, worked for the then Corporate Affairs Commission (now ASIC), has undertaken two projects for the Australian Executive Service Overseas Program (AESOP) providing business systems advice and training to islander co-operatives in the South Pacific, and worked in auditing for Peat Marwick Mitchell & Co (now KPMG).

Kay has worked in an honorary capacity for a number of charitable organisations including 7 years as a Director and Honorary Treasurer of the Arthritis Foundation of New South Wales.

Her most recent publication is: Hampton, G & Plummer, K. 2000, 'A conceptual basis for a recoverable amount test'. Australian Accounting Review. Vol. 10 No. 1 pp 56-64.

Assoc Prof Terry Bishop – Co-Director: CSU (until September 2000)



Prior to undertaking an academic career, Terry held a number of senior accounting positions in the private and public sectors and in professional accounting practices. He has served on numerous professional and government advisory committees and has an ongoing involvement with a number of these bodies.

Terry's expertise in the area of public sector accounting, financial management, business planning and strategic planning has been applied to his consulting and training engagements with various public sector organisations. Training programs are developed to ensure that financial reform initiatives are examined in the context of organisational cultural change strategies. His consultancy engagements have encompassed management reviews, facilitating the implementation of changes resulting from these reviews and feasibility studies for the establishment of various enterprises by community organisations.

Terry's consulting engagements with the public sector include police, health, local government and community organisations.

Terry's community activities included being the Chairman of the Central West Branch of the Australian Society of CPA, Chair of Orange Health Council, Co-facilitator of the Men's Health Forum and member of the Orange Health Planning Committee.

Garry Cronan - Executive Officer and Senior Research Fellow



Garry has over 20 years experience working with co-operatives. Before his appointment as Executive Officer of ACCORD, he was responsible for managing co-operative development and policy programs within the NSW Government. Prior to that, Garry had worked as a manager with one of Australia's largest consumer co-operatives, as well as an adviser to the Minister responsible for co-operatives in NSW. His previous responsibilities have included developing the NSW Co-operatives Act and national legislative models; the Co-operatives Key Issues Conference

Series; Co-operatives 2000 Development Strategy; co-operative formation, development and promotion programs. He has travelled extensively studying co-operatives, mutuals and the broader social economy. Garry has contributed and presented papers to national and international publications and conferences on a wide variety of co-operative topics.

His principal research focus during the year has been the role of public policy in facilitating or inhibiting co-operative development and operation. He has also been exploring opportunities for new forms of co-operation online.

Jayo Wickremarachi – Research Fellow



The NSW Department of Fair Trading loaned Jayo to ACCORD for the initial three years. He has engaged in co-operative development work over the past 10 years. His work covered researching and collecting information and analysing data for development of policy options. He has undertaken research work aimed at development of policy in the agriculture, trade and commerce sectors in his previous positions. He jointly established and maintained the NSW Co-operatives website, which was one of the first NSW government sites in 1995.

Jayo holds a Bachelor's Degree in Natural Sciences, specialising in Mathematics, from the University of Ceylon, Sri Lanka and a Post-Graduate Diploma in Policy Studies from University of NSW, Sydney in 1997.

Peter Boland – Research Fellow



Peter joined ACCORD in June 2000. Previously, he was the Manager, Legal of the NSW Registry of Co-operatives, where he carried out a number of legal functions, including registration of newly formed co-operatives, registration of rule amendments, approval of disclosure statements, exemptions and de-registrations of co-operatives under the Act. He was also involved in developing policy relating to fund raising by co-operatives under the Act and in the drafting of the approved rules for trading and non-trading co-operatives in NSW. He was a member of the Working Party, which reviewed the adoption of core consistent provisions in

co-operative legislation and advised the Standing Committee of Attorneys General. Prior to that, Peter was an officer to the Ministerial Council for Financial Institutions and participated in the Legislation Sub-committee of the Council.

Peter holds a Bachelor of Laws degree from the University of Technology, Sydney and was admitted as a solicitor in 1992. He also completed a Masters of Laws degree at the University of New South Wales. He is currently studying for a Master of Business Laws degree with the University of Western Sydney.

Dr Jo Barraket Research - Fellow (from February 2001)



Jo is a sociologist and completed her PhD on the socio-political aspects of co-operatives at UNSW in 1999. She has been actively involved in the Australian co-operative movement - particularly consumer co-operatives - since 1993. Jo joined ACCORD in February 2001.

Jo's research interests include the history of modern co-operation, co-operation and social change, and the role of co-operatives in supporting economically and socially sustainable communities. She is also interested in the development of research methods appropriate to the study of community-based organisations.

Lisa Fowkes – Project Manager (from February 2001)



Lisa's role at ACCORD included assisting in monitoring and implementing the centre's project activities.

Before coming to ACCORD, she worked for more than 10 years in the industrial relations area, most recently as senior policy adviser to the NSW Attorney General. Before that, Lisa held an elected position in the Community and Public Sector Union, leading the union's work in representing the ABC.

She has experience in managing organisational change, understanding how employees can be affected by change and implementing strategies, particularly in member driven organisations.

Lisa holds a Bachelor of Arts degree and a Law degree from the University of Sydney.

Branka Krivokapic- Researcher (Casual) (from April 2001)

Branka joined ACCORD in April 2001 to work on research projects, which explore different aspects of agricultural co-operatives. From 1982-1994, she was employed as a senior researcher with the Institute of Agricultural Economics, Belgrade, Yugoslavia. During that time she carried out various research projects on socio-economic aspects of rural development. From 1994-1999 she was enrolled in a PhD. course at Lincoln University, Canterbury, New Zealand and also employed as a part -time researcher. In her PhD. she analyses some concepts from the current economic sociology - social networks, embeddedness of economic actions, social capital - and applies them to the agricultural settings.

During last few years Branka's research activities have focused on ethnic business communities and informal, ethnically based business networks in agriculture. She is also interested in comparative research methods and multi-disciplinary perspective on entrepreneurship.

Branka's qualifications include: B.Sc. (Hons), M.Sc.(Econ), PhD. (Lincoln University, New Zealand)

Meryl McQueen - Research Assistant (Casual)



Meryl worked as a Research Assistant on research projects, which examined the distribution of co-operative and mutual forms of organisations in NSW. She also surveyed and reviewed academic institutions, government entities, independent research bodies and individuals who are currently involved in research into the areas of regional development to discover if any have undertaken research into the role of mutual organisations and related topics such as social capital.

Meryl recently completed her doctoral studies in the School of Management, Faculty of Business at the University of Technology, Sydney. She holds a Masters Degree in Public Administration from the University of Illinois and a Bachelor of Science in Education (Honours) from Northwestern University in Chicago. Her background includes social work, volunteer management, third sector project management and HR consultancy. In addition to her thesis work on nonprofit/for-profit relationships, Meryl is affiliated with the Community Management Program at UTS and is engaged in collaborative research in distance education.

Administration

Administrative assistance has been provided to ACCORD during the year by:

At UTS



Carolyn Smeaton (from October 2000)



Sandra Chia (April-October 2000)

At CSU



Shirley Crowley

Performance

Projects - Completed Projects

Title: *Capital Restructure for Walgett Special No 1 Co-operative*

Description: To examine capital raising options for value adding activities to be undertaken by the co-operative.

ACCORD was requested to assist in the development of a Co-operative Capital Unit (CCU) proposal by Walgett Special No 1 Co-operative. Walgett, a grain-marketing co-operative, was seeking to raise funds, primarily from its membership base, to undertake additional value adding activities. The CCU offer to members included several innovative features including a class of member CCU's which was related to patronage, as well as provision for investment CCU's which could be issued outside of the active membership.

The voluntary member CCU's were based on the amount of business a member has done with the co-operative. This aspect of the CCU issue was similar in principle to the concept behind equity contributions in *New Generation Co-operatives*. The difference in this case is that it is voluntary rather than a requirement of membership. In the Walgett case, it is also meant to encourage loyalty of members to the co-operative. This CCU issue is only the sixth issue since the CCU provisions were introduced into the NSW Co-operatives Act in 1992.

Project Team: Peter Boland

Title: *Energy Co-operatives*

Description: Study into opportunities for energy co-operatives in Australia.

This was a joint research project with the Institute for Sustainable Futures. Its purpose was to examine opportunities and barriers which may exist in Australia to the development of energy co-operatives. The project built on earlier research into the formation of an energy co-operative in the Hunter Valley, again undertaken by ACCORD and ISF.

The project examined the feasibility of forming co-operatives and analysed the barriers to their development. Opportunities for using of this form of organisation to take advantage of the changing market and regulatory situation were considered. The possibility for developments in Australia similar to that occurring in the USA and Canada with energy co-operatives and *new generation co-operatives* were canvassed in the paper. Policy options were outlined. Recommendations for further government action were made. ACCORD has completed its part of the project. It is expected the final report will be published in early 2002.

Project team: Jayo Wickremarachchi, Garry Cronan

Title: *Co-operative Public Policy and Legislation*

Description: The International Co-operative Alliance Regional Office for the Asia Pacific (ICA ROAP) 2nd Critical Study into Co-operative Legislation and Public Policy in the Asia Pacific Region

ACCORD was commissioned by ICA ROAP to jointly undertake the '2nd Critical Review and Analysis of Co-operative Public Policy and Legislation in the Asia-Pacific Area'. Eight countries were examined. ACCORD was responsible for research into the legislation, policy settings and co-operative movement in Australia, Vietnam, Korea and Thailand. The 'Critical Study' is helping direct the work of the Asia Pacific Co-operative Ministers Conferences. A number of recommendations for government action were made in the report which will be considered at the next Asia Pacific Co-operative Ministers' Conference in early 2002.

Project Team: Garry Cronan, Peter Boland

Title: *The Challenge to Member Based Organisations and Their Responses*

Description: Australian Research Council Linkage Application.

This project seeks to explore participants' construction of the meaning of membership in member based organisations (MBOs), and proposes to carry out comparative analysis of MBOs' responses to membership decline, to identify common challenges and innovative responses. This will enhance Industry Partners' knowledge of members' motivations, and disincentives to membership, and outline examples of good practice in other fields. The results will offer practical strategies for improved member recruitment and retention in MBOs, which continue to play a significant role in Australian economic and social life. The research will make significant contributions to existing bodies of social capital and voluntary association theory.

This application was successful and the project will start in early 2002.

Project Team: Mark Lyons, Jo Barraket

Title: *Regenerating Rural Communities: Building Social Capital through Mutual Organisations*

Description: Australian Research Council Linkage Application.

The project sought to elucidate the necessary conditions for rural renewal through analysis of social capital formation and mobilisation in 12 Australian rural communities. In particular, the interactions between social capital and other forms of capital, and the role of third sector organisations in social capital development will be considered. The project directly addressed the widely acknowledged need to find effective pathways to economic, social, and environmental sustainability for rural Australia. The project would have produced practical recommendations to policy makers and community members, and would have made a significant contribution to social capital theory.

This application was unsuccessful.

Project Team: Jenny Onyx, Jo Barraket, Mark Lyons, Frank Vanclay

Title: *The Future of Rural Australia: What Role for Agricultural Cooperation?*

Description: Australian Research Council Linkage Application.

This study sought to examine the nature of agricultural co-operation in Australia and overseas to see whether and how new forms of co-operation can improve the socio-economic future of rural Australia. The study would have been significant because economically and socially, rural Australia has been falling behind the rest of Australia. New forms of agricultural co-operation (eg. new generation cooperatives) would help revive rural Australia by allowing it to harness the forces of globalisation and new technologies. Expected outcomes included institutional reform to facilitate new forms of agricultural co-operation and the creation of co-operative ventures as learning communities to enhance their effectiveness.

This application was unsuccessful. It will be resubmitted in a revised form in 2002.

Project Team: John Spriggs, Kay Plummer, Barbara Chambers, Peter Boland, Garry Cronan

Title: *E-Business Cooperative Governance and Performance*

Description: Australian Research Council Linkage Application.

This project sought to improve the creation and delivery of value through co-operatives in e-business environments. It proposed to do so by specifying the key factors for improving management competencies and practices in e-business co-operatives. It would have developed a coherent and internally consistent model of co-operative governance and performance for e-business environments. The model would have provided an externally validated and explanatory explanation of co-operative success in e-business contexts and strengthen the applications of agency theory; transaction cost economics and social capital theory.

The application did not proceed because of the late withdraw of the proposed industry partner. It will be submitted in a revised form as a Linkage application in 2002.

Project Team: Sigg Gudergan, Garry Cronan

Title: *Second Capital Restructure Project for Walgett Special No 1 Co-operative*

Description: Advise and assist Walgett Special No 1 Co-operative in raising capital

This project built on the earlier capital restructuring work carried out by ACCORD for Walgett Co-operative. The second project introduced an innovative option that would allow member's self-managed superannuation funds to invest in the co-operative. This is the first time such an approach has been taken in Australia.

Project Team: Peter Boland

Title: *The Role of Co-operative Housing in Social Housing Provision*

Description: ACCORD was commissioned by the NSW Office of Community Housing to assist in consideration of the role of co-operative housing in community housing provision.

The primary objective of this project was to use existing literature to identify the particular benefits of co-operative housing, and the conditions under which this form of housing delivers positive and cost efficient outcomes to tenants and the broader community. The implications of these issues for the strategic development of the New South Wales co-operatives housing program were then considered.

The paper was based on a comprehensive literature search, a systematic search of relevant local and international websites, and an interview with the NSW Association for Resourcing Co-operative Housing (ARCH). It considers the experiences of co-operative housing in Britain, Canada, the United States, and Sweden, as well as the history of co-operative housing in Australia.

Project Team: Jo Barraket

Title: *Mapping Mutuality and Co-operation in Regional and Rural NSW*

Description: Determine if co-operative and mutual activity is stronger in some areas than others.

At present, there is a dearth of data on the distribution of mutual organisations. In this paper, ACCORD provides an initial map of the distribution of several types of mutual organisations in NSW. It examined whether some areas are more 'mutual-rich' than others are, comment on data collection and analysis issues and proposes directions for future study.

Project Team: Meryl McQueen, Mark Lyons

Projects in Progress

Title: *State of the Sector*

Description: Describe and analyse aggregated financial data from co-operatives in NSW and link to a survey of co-operatives on their perceptions of significant current issues.

During early 2000, ACCORD completed perhaps the first ever attitudinal survey of co-operatives in NSW. The purpose of this project was to link the results of this survey with an analysis of the financial performance of co-operatives over the same period. Some work continued on the project during the year. However, it was not possible to complete it because of the absence of recent financial data on NSW co-operatives. It is expected that this will be rectified during the next few months and this long-standing project can be completed.

Project Team: Jayo Wickremarachchi, Mark Lyons

Title: *Recent Trends in Co-operative Legislation, Public Policy and Co-operative Operation in Australia*

Description: Examine the trends in co-operative legislation and current public policy and the implications for the development of co-operative and mutual organisations.

This project will provide an overall analysis of the direction of public policy in Australia, in particular how the last ten years of structural and policy reforms have affected the development and operation of co-operative and mutual organisations. It will seek to find a reason for the comparative decline of the co-operative form of organisation in Australia and compare it with other comparable countries. It will also attempt to place this experience within broader economic, social and global changes affecting Australia.

Project Team: Garry Cronan

Title: *Legal environment for Co-operatives*

Description: This project will be examining, from a legal perspective, the impact of changes in taxation and corporate law on co-operative and mutual operations and legislation

This project will examine in detail the affect of statute law changes and case law decisions on the operation and development of co-operatives in Australia. It will build on the developing public policy analysis that is being undertaken within ACCORD.

Project Team: Peter Boland

Title: *Agricultural Co-operation*

Description: An International Review of Literature on Agricultural Co-operation

This project will generate systematic information on agricultural co-operation as foundation for work on Australian farmer co-operation.

Project Team: Branka Krivokapic, Kay Plummer

Title: *CreditCare Project*

Description: A project examining the CreditCare program run by CUSCAL.

This research project examines the CreditCare experience as a concrete example of co-operative form being used to replace a service, and understand the key factors allowing this effort to succeed or fail. A series of interviews and visits with the key individuals and organisations will be conducted. An examination of pertinent program documents and a review of relevant co-operative and credit union literature will also be included.

It is expected this report will be released towards the end of 2001.

Project Team: Gary Lewis, Mark Lyons.

Title: *Equity Options for Co-operative Housing Co-operatives*

Description: A project for the NSW Association to Resource Co-operative Housing, (ARCH)

This project will be examining options for legislative and public policy change to support greater ownership in co-operative housing in NSW. Although ARCH has been quite successful in their efforts to promote and support co-operative housing in NSW over the last 10 years, it is seeking to broaden the appeal of the co-operative option. To help this process it has commissioned ACCORD to undertake research into the types of equity models available to promote a wider range of affordable housing options.

Project Team: Lisa Fowkes, Jo Barraket

Title: *Co-operative Performance*

Description: A comprehensive study designed to establish baseline data on Australian co-operative performance.

The focus of this project is to analyse data from the NSW Registry's database to facilitate benchmarking, developing mechanisms to promote compliance and study implications of exports by co-operatives

Project Team: Kay Plummer

Title: *Co-operatives Online*

Description: A series of related activities examining the extent and nature of online co-operative activity.

The focus of this project has been the development of an online portal of co-operative and social economy sites. Effort has also been directed towards developing a classification schema for these online sites. The purpose is to map and subsequently analyse online co-operative activity to determine its extent and whether it is changing the nature of co-operation or co-operatives themselves. Over 2000 co-operative and social economy sites were classified and added to the *Co-operatives Online* database during the year. A related aspect of this project has been involvement in the higher-level domain dot co-op initiatives.

Project Team: Garry Cronan, Jayo Wickremarachchi, Roumen Dimitrov

Title: *New Co-operatives*

Description: The project will track and report on new co-op initiatives in NSW.

The project will undertake a detailed analysis of the type and nature of co-operatives, which have been formed in NSW between January 1997 and December 1999. A series of interviews with the promoters of these co-operatives will be conducted to ascertain the reasons for formation and any problems or barriers encountered. Recommendations will be made to assist the formation process.

Project Team: Jayo Wickremarachchi, Mark Lyons

Title: *ACCORD Website*

Description: The further development of ACCORD's web presence.

This project will involve the redesign of ACCORD's current Co-operatives Online site to expand the content and focus on ACCORD activities.

Project Team: Lisa Fowkes, Jayo Wickremarachchi

Publications

A priority for ACCORD during its second year was the publication of the first titles in its series of Background Papers.

ACCORD released five papers in June 2001. The publications cover the role that co-operatives can play in rural and regional renewal and community development.

- ACCORD Paper No. 1 – *Co-operatives In Australia - A Background Paper* by Mark Lyons

This paper provides an overview of co-operatives in Australia. It describes co-operatives and co-operative-like entities and provides some data on their number, size and distribution across states and across industries. After a brief outline of their history, it suggests that while, from time to time, particular types of co-operatives or co-operative type organisations have been popular, overall, co-operatives have had a fluctuating popularity. At present, they are at a low point, but if Australia follows the path of similar countries, they can expect to experience a revival.

- ACCORD Paper No. 2 - *Successful Co-operatives - The Valencia Experience* by Gary Lewis

Spain has many co-operative success stories. Mondragon is well known, but the Autonomous Region of Valencia contains equally impressive examples of successful co-operation. This paper briefly reviews the co-operative-friendly public policy of Spain's national and regional governments and then offers brief accounts of two Valencia co-operatives – one, a second tier co-operative formed by worker co-operatives to advance their interests; the other an example of the European new social co-operative. Both examples illustrate co-operative responses to contemporary problems, responses enabled by a supportive policy environment.

- ACCORD Paper No. 3 - *Co-operatives in Rural Renewal: The case of Arranmore, Ireland* by Gary Lewis

Using a remote island of the West Coast of Ireland as a case, this paper tells a story of the effective use of co-operatives at the local and regional level to harness and focus the energies of community members towards reviving their remote community. It covers from the late 1970s to the present day. It shows how co-operatives had to battle indifference from the national government, but were able to use opportunities made available by the supranational European Union to advance their cause. The paper concludes with a summary of lessons for successful development, which the Arranmore experience demonstrates.

- ACCORD Paper No. 4 - *Community & Economic Development: Towns Shaping Their Destiny* by Jill Jordan

In 1979, a group of relative newcomers to the small rural town of Maleny decided to start a co-operative store to satisfy their desire for access to wholefoods and to bring a new service to the heart of town. This venture marked the start of a series of community based co-operative ventures which included a credit union, a

recycling/waste minimisation group, a business incubator, an artists' co-operative, the Upfront Club (a licensed social and cultural club), and two community schools. Local capital was harnessed through the establishment of a credit union and LEED (the Local Economic and Enterprise Development coop.), and a Local Energy Transfer System (LETS) was established.

The author was directly involved in these developments and draws out the key factors affecting the success or failure of community economic development initiatives: that the initiative addresses a real community need; an understanding of the level of energy required to make it happen; a physical focus for the initiative; clear aims and objectives; commitment to the vision; and education and training.

The paper concludes by outlining some of the key skills needed, and suggests some 'golden rules' to follow when beginning a community economic development strategy.

- ACCORD Paper No. 5 - *The Missing Link: Mutual Forms of Organisation, Social Capital and Community Regeneration in Regional Australia* by Mark Lyons and Meryl McQueen

There is evidence from overseas that nonprofit organisations, including mutual associations, are unevenly distributed across regions. That is to say, some communities (towns or suburbs) have more associations for a given number of people than do others.

There is also a literature that claims (and provides some evidence for its claims) that the presence of relatively large numbers of nonprofit organisations in a community is a sign that that community is rich in social capital. It is also claimed that mutual organisations are better at reproducing social capital than are other sorts of nonprofits (eg. charities).

Finally, it is claimed that high levels of social capital underpin the economic resilience of a community. If these four claims are true then we might expect that communities with high numbers of mutual associations will be particularly resilient and adaptive to the several shocks that have been experienced by rural communities over the past decade or so. To test this conclusion would require, first of all that we could identify those communities that were rich in mutual associations (using a measure of organisational density) and those that were not.

This paper reports an exploratory attempt to conduct such a test and to discover, tentatively, if some areas of rural New South Wales have a higher density of mutuals than others.

Client/Collaborators/Industry Partners

After two years of operation, ACCORD has developed an expanding range of clients, collaborators and industry partners. These include government, research, co-operative and broader social economy organisations.

- *Canadian Co-operatives' Secretariat, (CCS)*, a federal agency of the Canadian Government responsible for co-ordinating co-operative policy, legislation and advice. ACCORD was part of the international research team on a CCS commissioned project on public policy.
- *Centre for the Study of Co-operatives*, University of Saskatchewan, Canada. A co-operative research, education and development centre. ACCORD has completed one project with the Canadian centre and it is part of the team for a possible future research project on membership.
- *Credit Union Services Corporation of Australia, (CUSCAL)*. CUSCAL is the main peak credit union organisation in Australia. ACCORD has worked with CUSCAL on a project on mutuality and membership.
- *Credit Union Foundation*. ACCORD worked with representatives from the foundation on its research into the CreditCare program.
- *Hunter Region Organisation of Councils, (HROC)*. HROC an organisation comprised of 13 local councils operating in the Hunter region of NSW. ACCORD worked with HROC (and Port Stephens Council) on an energy co-operative project.
- *NSW Department of Fair Trading, (DFT)*. ACCORD has carried out a number of projects for DFT and the NSW Registry of Co-operatives.
- *Walgett Special No 1 Co-operative*. ACCORD has carried out two separate capital raising projects for this co-operative.
- *International Co-operative Alliance, Regional Office Asia Pacific, (ICA ROAP)*. ACCORD has, in collaboration in other co-operative researchers, undertaken research work on behalf of ICA ROAP. It has also been invited to actively participate in ICA conferences and committees.
- *Institute for Sustainable Futures, (ISF)*. ACCORD has now worked on two contracted research projects with ISF.
- *NSW Office of Community Housing, (OCH)*. ACCORD was commissioned by OCH to undertake research work into the future role of co-operative housing in NSW.
- *Association to Resource Co-operative Housing, (ARCH)*. ACCORD has worked with ARCH on several projects relating to co-operative housing.
- *NRMA*. The NRMA will be an industry partner for the ARC project into the nature of membership.
- *LandCare NSW*. LandCare NSW will be an industry partner for the ARC project into the nature of membership.
- *Clubs NSW*. Clubs NSW will be an industry partner for the ARC project into the nature of membership.
- *Friendly Societies Pharmacies*. Friendly Societies Pharmacies will be an industry partner for the ARC project into the nature of membership.
- *Western Research Institute, (WRI)*. ACCORD was associated with WRI on the rural petrol-pricing project and has jointly tendered, with WRI for a local government project.
- *Canadian Co-operative Association, (CCA)*. ACCORD received funding to participate in CCA's recent national conference.

Invitations to Tender

ACCORD has also been invited to tender for additional projects by a variety of co-operative and government organisations. These include:

- *BeefNet Co-operative.*
- *Several NSW Ski Co-operatives.*
- *Clubs NSW.*
- *United Farmers Co-operative, WA.*
- *Fremantle Fisherman's Co-operative.*
- *Proposed medical and GP's co-operatives.*
- *NSW Department of Housing.*

Relationships

During the year, ACCORD worked closely with a number of co-operative and governmental organisations.

NSW Registry of Co-operatives

The Registry of Co-operatives is the administrative unit within the NSW Department of Fair-Trading responsible for the regulation and development of co-operatives. ACCORD has continued to build on the close relationship which has existed between the two organisations since its formation.

During the year, moves were made to formalise this relationship by way of a research agreement between the two organisations. Negotiations were well advanced by the end of the financial year and it is highly likely that the end of 2001 will conclude them. Once complete, this agreement will provide a platform for further information sharing and co-operation. Regular monthly meetings between ACCORD staff based at the Bathurst campus of Charles Sturt University and Registry of Co-operatives staff also located at Bathurst are expected to facilitate this exchange of information.

Co-operatives Council

The Co-operative Council is an advisory council established pursuant to the NSW Co-operatives Act. Its role includes providing advice on co-operative development to the Minister for Fair Trading. In particular it has sought, during the year, to examine strategies for advancing co-operatives especially in rural and regional areas of NSW.

ACCORD regularly provides reports on its activities to the Council and has worked closely with a number of Council members on particular projects.

Fair Trading Advisory Council (FTAC)

FTAC is the main advisory council of the NSW Department of Fair Trading. It includes members of a number of departmental advisory councils, including the Co-operatives Council.

FTAC is taking an increasing interest in the role of co-operatives, particularly in rural and regional regeneration. In May 2001, FTAC members undertook a fact-finding visit to central western NSW. Of particular interest was the experience of Yeoval Community Co-operative Hospital. During this visit, the Council held a meeting, at the Bathurst campus of Charles Sturt University, with representatives of a number of local co-operatives. The NSW Minister for Fair Trading, the Hon John Watkins addressed the meeting. ACCORD Co-Director Professor Mark Lyons was also invited to address the gathering on possible co-operative models for rural and regional regeneration. He compared the situation in Australia to the more favourable situation applying in a number of comparable countries.



The Hon John Watkins MP

It is expected that ACCORD will shortly be commissioned by FTAC to undertake a major project examining the role of co-operatives in rural and regional regeneration.

International Co-operative Alliance

Towards the end of its first year ACCORD joined the International Co-operative Alliance (ICA) as an associate member.

ICA is the apex body of the international co-operative movement. Established in 1895, the ICA works closely with the United Nations and bodies such as ILO, WTO and FAO. ICA facilitates, undertakes and contracts co-operative development work in all areas of the world through five regional offices. The Regional Office for the Asia and the Pacific (ROAP) has commissioned many development projects in the region.

ROAP regularly organises international meetings between Co-operative Ministers, policy makers, co-operative representatives and other stakeholders from different countries. Key issues related to the development of co-operatives, co-operative legislation and education are discussed and resolutions made at these meetings, with some of the recommendations being adopted by Governments. ROAP recently established an international co-operative trade network for the region. ROAP has also initiated a Researchers Forum in the region and ACCORD participated in the 1st regional conference of Asia Pacific Co-operative researchers.

In early 2001, ACCORD was commissioned by the ROAP to undertake the Second Critical Study on Co-operative Legislation and Policy in the Asia Pacific Region. It was also been asked during the year to participate in a number of international and regional ICA conferences. The Executive Officer, Garry Cronan was recently invited to join ICA's Global Legislative Advisory Group.

Co-operative Federations

Co-operative federations operate in most Australian States. Their primary function is to represent the interests of their members to government and the wider community.

Since its formation, ACCORD has sought to work closely with these organisations. The centre has collaborated on a number of occasions with the Co-operative Federation of NSW. During the past year, ACCORD also worked with the Co-operative Federations of Queensland, Victoria and Western Australia.

National Co-op Update

During the year, ACCORD continued to publicise its activities through 'National Co-op Update' (NCU).

NCU is a bi-monthly publication that provides news and information on co-operatives in Australia and New Zealand. As well, it provides a commentary of current events affecting co-operatives. It is the only such publication in Australia.

The aim of the NCU is to keep co-operatives and all relevant stakeholders of the sector in touch with the diverse industries in which co-operatives operate, issues affecting the

sector and other developments which are shaping the behaviour of co-operatives and mutual organisations in Australia and internationally.

ACCORD reserved two pages in the publication. These pages regularly delivered news items and progress reports on work undertaken by the Centre to the stakeholders of the co-operatives sector and the wider social economy.

Seminars Held

ACCORD's UTS Occasional Series

Title: *Policy Options and Opportunities for Co-operatives in a Deregulated Power Industry - US Rural Electric Co-operatives Experience and Lessons for Australia*

Date: 4/08/00

Venue: UTS, Haymarket Campus

Audience: Those interested in developing or researching usage of co-operative structures in a deregulated power industry, operation and development of energy co-operatives, government policy makers, and sector representatives

Description: To provide an overview of deregulation of the Australian power industry; to outline details of Australian experiments with Co-operative models; to examine emerging opportunities for co-operatives in a Deregulated Power Market and to draw lessons for Australia from US rural electric co-operatives experience

External Resources:

- Robert L. Church, President, Management Consulting Services, Inc., a leading USA rural electric co-operative expert.
- Hugh Outhred, Associate Professor in Energy Systems, University of New South Wales
- Clare Petre, NSW Energy and Water Ombudsman
- Ray Bowen, Purchasing and Supplies Manager, Port Stephens Council

Title: *Are New Generation Co-ops Really the Answer? - Co-operatives in Rural and Regional Development*

Date: 21/11/00

Venue: UTS, Haymarket Campus

Audience: Those interested in developing or researching agri-business, New Generation Co-operatives, global agribusiness management, marketing by agribusiness and food co-operatives, managing developments in food industry, rural and regional development, organisational theory, business and financial strategies for co-operatives and governance issues in co-operatives and member-based organisations

Description: New Generation Co-ops and their impact on rural and regional development in USA;

External Resources:

- Professor Bruce Anderson, Cornell University, USA.

Title: *Recent Spanish, Irish and UK Co-op/Social Economy Initiatives*

Date: 12/12/00

Venue: UTS, Haymarket Campus

Audience: Researchers in consumer co-operatives, operation and development of co-operatives, mutuals and social economy organisations, government policy makers, and co-op sector representatives

Description: How Development Co-ops in neglected, isolated rural Irish communities have organised to deliver community services and how they have skilfully achieved;
How Valencian co-ops in Spain have organised to deliver social services; and
How Social Enterprise London has successfully penetrated the national public policy process in the interests of advancing the Social Economy; and
Lessons from the European experience for Australia

External Resources:

- Dr Gary Lewis

Title: " dot co-op" - opportunities and implications

Date: 14/3/2001

Venue: UTS, Haymarket Campus

Audience: Co-operative leaders and ACCORD associates

Description: Establishment of dot co-op, and the opportunities and implications

External Resources:

- Byron Henderson, Vice President of 'dot co-op' for the National Co-operative Business Association of America, expert in 'values based' trading alliances
- Shaun Fensom, a founder of Poptel - a progressive UK based internet company run by a workers co-operative, dot co-op partner

Title: *Digital Democracy*

Date: 15/3/2001

Venue: UTS, Haymarket Campus

Audience: Anyone interested in digital democracy and co-operatives

Description: To explore issues relating to the effect of the technological development on democracy and co-operative character of organisations

External Resources:



- Byron Henderson, Vice President of 'dot co-op' for the National Co-operative Business Association of America, expert in 'values based' trading alliances
- Shaun Fensom, a founder of Poptel - a progressive UK based internet company run by a workers co-operative, dot co-op partner
- Dr James Goodman, UTS researcher and community activist

Shaun and Byron addressing the digital democracy seminar.

Title: *'Marketing Our Co-operative Advantage' for CUSCAL*
Date: 9/05/2001
Venue: UTS, Haymarket Campus
Audience: Credit Union Representatives
Description: Focussing on advantages of credit unions and marketing such advantages
External Resources:

- Tom Webb, a co-operative consultant and creator of the program *Marketing Our Co-operative Advantage, (MOCA)* Tom has over 20 years experience working with co-operatives in Canada and the USA.

Jointly Organised Seminars

During the course of the year, ACCORD organised, in conjunction with several other organisations, a number of additional seminars and conferences.

Title: Issues faced by Rural and Regional Australians and Co-operatives in a Competitive Energy Market
Role: ACCORD was one of the main sponsors for this seminar, which was organised by Institute for Sustainable Futures
Date: 14/12/2000
Venue: UTS, Broadway, Sydney
Audience: Policy makers, individuals and organisations with an interest in the economic and social welfare of rural and regional Australia; co-operative forms of ownership; and the impact of retail competition in the electricity market on rural and regional Australians
Description: The scope of the forum was to identify potential impacts of the national electricity market and contestability on rural and regional Australia, and specifically NSW. The forum was also designed to encourage discussion on the potential for energy co-operatives (purchasing and/or generating) in rural and regional Australia. It sought to identify mechanisms by which cooperatives and rural and regional Australians can enjoy the benefits of full retail contestability of the energy market (action plan development).

External Resources/Speakers:

- The Hon John Watkins, M.P. Minister for Fair Trading
- Dr Frank Vanclay, Senior Lecturer, Charles Sturt University, Wagga Wagga and Editor, Rural Social Policy
- Jill Jordan, Co-founder and director of Manduka Community Settlement Co-operative, Maleny
- Prof Hugh Outhred, Associate Professor in Electrical Engineering at University of New South Wales
- Brian Given, Assistant Director-General of the Department of Fair Trading
- Graeme Charles, Secretary of the Co-operative Federation of Victoria Ltd



Participants at the joint ISF/ACCORD Energy Seminar

Title: *Solutions to Attracting Cooperative Growth – 2001 Primary Industries Cooperative Leaders Program*
Role: ACCORD was one of the main sponsors for this seminar, which was organised by Global Linkages.
Date: 28/03/2001
Venue: The Menzies Hotel, Sydney
Audience: Representatives from leading agricultural co-operatives, financial and legal advisers, government officials and academic researchers
Description: Highly Successful USA New Generation Co-operatives and their Application to the Australian Situation
External Resources:

- Professor Mike Cook, USA

Title: *Recent developments in Agricultural Co-operatives in North American and Europe: Theoretical Perspective's*
Role: Jointly organised with Canberra Branch of Agricultural Economics Society
Date: 29/03/2001
Venue: Agriculture, Fishing and Forestry Australia, Canberra
Audience: Members of the Agricultural Economics Society plus officials from a range of Commonwealth Government Departments concerned with agriculture.
Description: Highly Successful USA New Generation Co-operatives and their Application to the Australian Situation
External Resources:

- Professor Mike Cook, USA

Title: *'Marketing Our Co-operative Advantage' Speaking Tour by Tom Webb*
Role: Project managed and organised Tom Webb's visit to Australia and New Zealand. ACCORD worked with the co-operative federations of New Zealand, NSW, QLD, Victoria and Western Australia in co-ordinating his visit and presentations at conferences run by each of these organisations.
Date: During May 2001
Venue: Throughout Australia and New Zealand.
Audience: Co-operative representatives, directors, management and members, government and other relevant advisers.
Description: Focussing on advantages of co-operatives and marketing such advantages
External Resources:

- Tom Webb, is a co-operative consultant and creator of the program *Marketing Our Co-operative Advantage, (MOCA)*. He has over 20 years experience working with co-operatives in Canada and the USA.

Presentations Made

ACCORD was invited to make presentations, during the year, to a range of regional, state, national and international conferences and seminars. These included:

Title	Audience/Conference/Description	ACCORD
Co-operative Business Models: Do they have a Future?	Australasian Institute of Credit Union Directors Limited National Convention – 2000: Canberra.	Garry Cronan
Co-operatives and Public Policy	South Australian Co-operatives Federation AGM: Adelaide	Garry Cronan
The Role Co-operatives in Reducing the Differential between City and Country Petrol Prices	DFT Regional seminar on Petrol pricing: Nowra	Garry Cronan
Australian Experience in Demutualisation – Alternatives?	International Co-operative Alliance Congress: Rio, Brazil	Garry Cronan
Internet Based Co-op Trade Initiatives	ICA/ACFSMC International Co-operative Trade Seminar: Beijing, China	Garry Cronan
The New Dot Coop Domain: What Does it Mean for Australian Co-operatives	New South Wales Co-operatives Federation AGM - Marketing Our Co-operative Advantage: Sydney	Garry Cronan
Legislative and Regulatory Barriers Faced by Co-operatives	Seminar on Issues faced by Rural and Regional Australians and Co-operatives in a Competitive Energy Market	Garry Cronan
The Strength of the Social Economy	International Seminar on the Social Economy in Countries of the South, Leaven, Belgium	Mark Lyons
Digital Democracy	Is Democracy Possible Online Seminar, Sydney	Jo Barraket
Balanced Scorecard Technique and its application to measuring co-operative performance	Western Australian Co-operative Federation Conference – Marketing Our Co-operative Advantage: Perth	Kay Plummer
Walgett's Co-operative Capital Unit Offer: Issues and Opportunities	Solutions to Attracting Co-operative Growth – 2001 Primary Industries Co-operative Leaders Program: Sydney	Peter Boland
Why Government Matters: Co-operatives and the State	Canadian Co-operatives Association Congress: St John, Canada	Garry Cronan
Community Co-operatives have a voice	Research Conference for the Third Sector Review	Jo Barraket
Changes in Co-operatives Policy and Legislation in selected countries in the Asia Pacific Region	ICA – Asia Pacific Co-operative Ministers Consultation Meeting: Tehran, Iran	Garry Cronan

Additionally, ACCORD, (Lyons, Plummer and Cronan) briefed the Hon John Watkins Minister for Fair Trading during the year on the centre's activities. ACCORD's Co-Directors and Executive Officer also provided a detailed briefing to interested CSU academic staff at the Wagga campus of the university. Two of the CSU staff attending this briefing have subsequently been heavily involved in ACCORD projects.

Forward Plan

2001/02 activities

- The preparation and submission of at least two further ARC Discovery grant applications and at least one Linkage grant application for the 2002 funding round.
- The publication of a further three papers in ACCORD's Background Series, and at least one refereed publication.
- To undertake a detailed evaluation of the performance of ACCORD over its first two years.
- The completion and relaunch of ACCORD's website.
- Production and distribution of an E-Newsletter on co-operative and social economy topics to policymakers, co-operative representatives, researchers and other interested individuals.
- Further development of ACCORD's Associate Network
- The continuation of the ACCORD Occasional Seminar Series, with at least a further four seminars in the coming year.
- Continued development of a series of Strategic Alliances and Partnerships with relevant University-based Research Centres, advocacy and co-operative organisations.

Financial Report
Statement of Income/Expenditure
2000/01

Receipts	1999/00 \$	2000/01 \$
NSW Government Grant	\$ 300,000.00	\$ 300,000.00
University Grant	\$ 150,000.00	\$ 75,000.00
Project income	\$ 68,000.00	\$ 32,998.69
Seminar Income	\$ 10,465.00	\$ 7,695.49
Other Income		\$ 2,750.00
TOTAL RECEIPTS	\$ 528,465.00	\$ 418,444.18
Expenditure		
Salaries		
Government loaned staff	\$ 160,000.00	\$ 120,995.99
Research Staff	\$ 14,317.57	\$ 147,604.05
Support Staff	\$ 27,488.93	\$ 53,122.98
Equipment	\$ 8,668.43	\$ 6,154.66
Project Expenses	\$ 51,001.31	\$ 13,312.53
Seminars/Conference Organisation Expenses	\$ 8,889.01	\$ 14,473.14
Conference Attendance (incl. associated travel costs)	\$ 12,656.13	\$ 8,218.01
Membership Subscriptions		\$ 2,845.81
Promotional Expenses	\$ 1,061.20	\$ 32,006.80
Printing & Stationery	\$ 236.31	\$ 8,536.48
Travel Costs	\$ 9,610.11	\$ 4,497.21
Communication charges	\$ 3,049.10	\$ 10,693.82
Miscellaneous Expenses	\$ 3,533.25	\$ 12,147.99
TOTAL EXPENSES	\$ 300,511.35	\$ 434,609.47
Surplus of Receipts over Expense	\$ 227,953.65	\$ -16,165.29

NOTE:

This report is prepared mainly on a cash basis, extracted from the monthly Transaction Details reports for ACCORD accounts maintained by the University of Technology,

Sydney and Charles Sturt University. It reports receipts in and payments out processed during 1 July 2000 to 30 June 2001.

The receipts and payments recorded against any line item may not be the total of receipts or payments actually incurred for that item or project.