

Edgar Parnell – A résumé

1. CURRENT ACTIVITIES AND INTERESTS

Acting as a 'change agent' and an independent advocate, critic, and commentator in respect of all forms of self-help enterprises; especially cooperatives of all types. Having a special interest in helping to develop a new generation of effective leaders and securing a positive public policy framework for self-help enterprises. Also, exploring the application of logical, scientific, and more common-sense approaches to improving the effectiveness of all manner of organizations.

2. EMPLOYMENT RECORD

1998 – 2012 an independent consultant

Providing practical advice and guidance to cooperatives, mutuals, and their support organisations, on an international basis.

1984 - 1998, UK. Plunkett Foundation, Chief Executive

The Plunkett Foundation is an international organisation providing a wide range of training, consultancy, (particularly for agricultural cooperatives) statistical, publishing and information services; designed to improve the effectiveness of cooperative enterprises and people-centred businesses. In addition to providing the overall direction of the Foundation, was directly concerned with providing: policy development, training, advisory, outreach and communication service (Specific consultancy and training assignments are as detailed below).

1980-1984, UK Plunkett Foundation, Deputy Director

With special responsibility for providing consultancy and training services to overseas cooperatives, and arranging management training for UK agricultural cooperatives. Consultancy and training assignments for cooperatives, and related institutions, undertaken on a regular basis.

1978-1980, India. UN International Labour Organization, an adviser on management and marketing

Assigned to the National Co-operative Consumers' Federation of India, to establish a consultancy service for cooperatives. Duties included advising on a range of business activities in retail and wholesale consumer cooperatives.

1977 - 1978, UK. Fund for Research and Development of Africa

Manager Responsible for establishing two subsidiary companies - one developing outlets for goods from developing countries and the other operating an international recruitment service.

1974 - 1977, Jamaica. British Government Ministry of Overseas Development, Adviser on management in cooperatives to the Government of Jamaica

Responsibilities included the preparation of, and assisting with the implementation of development plans, the preparation of viability studies, undertaking management training; and providing business advice to boards of directors and managers.

1971 - 1974, UK. Co-operative Wholesale Society Ltd*. – Retail Operations Group, Scotland, Non-Food Manager *now known as the Co-operative Group

Responsible for the conduct of all non-food trading and the development of new ventures. Including the detailed planning of several large-scale retail stores. Operating over one hundred retail outlets widely dispersed throughout Scotland, ranging from the large departmental stores to small general stores serving rural communities. A director of two subsidiary supermarket companies.

1970-1971, UK. Co-operative Wholesale Society Ltd., Manchester, Retail Management Consultant

Advising retail cooperatives in England on the development of stock management systems, store location, store layout and general business development.

1968 - 1970, UK. Clarks Ltd. (Major UK Footwear Company), Retail Business Consultant.

Responsible for providing a full range of management advice, including merchandise management, sales promotion, financial control, stock and cash-flow planning and store location and layout.

1966 - 1968, Botswana. Botswana Co-operative Development Trust, General Manager.

Responsible for establishing the nation's first supermarkets and central wholesaling operations, plus other cooperative enterprises in cattle marketing, farm supply and grain marketing.

1954-1966, UK. Employed in several English retail cooperative societies,

Holding several senior management posts, including Non-Food Manager, St. Albans Co-operative Society Ltd., responsible for the operation of four departmental stores.

3. ASSIGNMENTS AND PROJECTS

2003-4 Philippines, Rural Development Advisor, VSO Volunteer, Department of Agrarian Reform.

2001, International Labour Organization (ILO) Geneva, preparation of study and report on The Role of Cooperatives and Self-Help Organizations in Crisis Resolution and Socio-Economic Recovery

2001, ICA/ILO, Study and proposals for international virtual cooperative learning Centre.

2001, ILO, preparation of a report on the Proposed Recommendation Concerning the Promotion of Cooperatives for the General Conference of the International Labour Organization, leading to the adoption of *The ILO Recommendation 193 - Promoting Co-operatives*.

2000, Russia, Preparation of project proposals for collaborative enterprises between consumer cooperatives and private farmers.

2000, Namibia, Business planning for cooperatives – training programme for cooperative business mentors.

1999, Australia and New Zealand, programme of workshops and director development for cooperatives.

1999, Cyprus, review of requirements of cooperatives in the run-up to EU accession.

1998/99, Organizational review of the International Co-operative Alliance, preparation of an outline strategy for the new century.

1996, United Kingdom Co-operative Council completion of an extensive study on the financing and taxation of cooperatives.

1996 and 1994, Australia, conducting conferences and directing workshops in New South Wales, Western Australia and Victoria.

1995, Poland. Preparation of proposals for the redevelopment of cooperative rural retailing.

1993 - 1995, Russian Federation. The Management of Change in the Russian consumer cooperative system. Organisation Specialist, with additional responsibilities for the deployment of all short-term specialists on the project. developing strategies and assisting to reorganise the cooperative system in Russia, which employed over 1.3 million persons.

1993 - 1994, Russian Federation. Marketing and management training in the cooperative sector. Project director for a 15-month project to improve training to the cooperative sector in Russia through the Moscow Cooperative University. Activities included the establishment of a Business Development Centre to provide training on a commercial basis; improvements to the curriculum; and the establishment of demonstration retail shops.

1992, Australia and New Zealand. Conducting workshops and board consultations for directors of cooperatives.

1990, Poland. Director of an intensive participative training course on the development of business enterprises, for a group of 25 private farmers in Poland; held at Agricultural Extension Centre, Kielce Poland. The training course modules included the special features of farmer-controlled businesses, establishing effective marketing enterprises, financial planning, effective leadership, motivation, and delegation.

1989, Poland. Prepared report on problems facing agricultural development in Poland, with focus on the organisation and management of business enterprises required to provide services to groups of private farmers such as marketing and input supply. During visit, briefed key policy-makers on models used to provide services to groups of private farmers in the EU. Selected key policy-makers to visit the UK to review services to private farmers.

1988, Hungary. Visits to key policy-makers and representative organisations of agricultural producers, to review management training needs.

1986 -1989, Egypt. Project Director for a three-year programme of cooperative training to the Central Agricultural Cooperative Union, Egypt. Assistance comprised training evaluation, managerial development, and training for women and youth, training for Agricultural Bank staff; and provision of mobile video training facilities.

1988-1991, Botswana. Botswana Cooperative Union Ltd. Wholesaling and Retailing Consultant, EU funded Project.

1986, Colombia. The preparation of a pre-feasibility study for tea-production sector and the role of farmers' groups.

1985-1991, Bangladesh. UK-based Project Director for six-year programme technical assistance to cooperative in Bangladesh. Assistance comprises the provision of training for cooperative staff and further development of the audit capacity of the Cooperative Department.

1986, Egypt. Prepared report on cooperative training for the Egyptian Central Agricultural Cooperative Union. The report assessed the current provision and made recommendations for further training.

1985, United States of America, US AID. Review of USA Aid Programmes to cooperatives.

1983, Windward Islands. Implementation of management development programme for farmers' marketing organisations.

1982, Windward Islands, conducted a survey of management training needs for the banana industry. Also provided director training to Banana Growers' Associations.

1981, Singapore. Resource person, Consultation Workshop on Cooperative Education and Training.

1981, Indonesia. Course Director for cooperative management training courses for senior staff from the Cooperative Department and the Cooperative Movement, held at the National Cooperative Training Centre, Jakarta.

1981, Cyprus. Review of requirements for new cooperative legislation and preparation of draft Cooperative Law.

1980, Kiribati (Pacific Islands). Organisational review of the function of the Central Cooperative Wholesale Society.

1980, Berlin. Resource person, Seminar on Cooperative Law in African countries

1980, Madagascar. Feasibility study for fishing cooperatives.

4. OTHER ACTIVITIES AND POSTS HELD

- Fellow of the Plunkett Foundation
- Acting as an independent arbitrator on behalf of Co-operatives UK.
- Member of the Project Steering Committee for the Development of Rural Credit Unions

- (UK) Board Member Co-operative Futures, (Cooperative Development for the Southeast of England)
- Contributor to the UK Co-operative Commission 2000/01
- Chairman, Society for Co-operative Studies, UK.
- A Trustee and Vice-Chairman of the Plunkett Foundation.
- Speaker at international conferences on the cooperative organization, management, and financing; recent presentations have been made in: Australia, Argentina, Canada, Curacao, Finland, Guatemala, Italy, Korea, Poland, Russia, Trinidad, and Sweden.
- Honorary Professor, Belgorod Consumer Co-operative University, Russia.
- Member of the General Assembly of the International Co-operative Alliance.
- Founding Member of the UK Co-operative Law Association
- Founding member of the United Kingdom Co-operative Council.
- Co-Chairman of Joint Committee of EC farmers' organizations and Polish policy-makers responsible for coordinating the development of rural and private farmers' enterprises in Poland.
- Chairman, Trust for Education, and Development, supporting organization for NGOs serving developing countries.
- Vice-president, European Co-operatives for Rural Development.
- Member, Corporate Governance Working Party, for the Federation of Agricultural Co-operatives (UK) Ltd.
- Chairman, Working Party on Education, Training, and Marketing for the British Co-operative Forum under the auspices of the National Co-operative Development Agency.
- Member, Council of the Federation of Agricultural Co-operatives (UK) Ltd.
- Representative on the Working Parties for Development Cooperation and Training and Education, of the European Agricultural Co-operatives Organization (COGECA), Brussels
- Founder Member of the Oxfordshire Co-operative Development Agency.
- Member of the Prime Minister of Jamaica's Committee for the Development of Sugar Workers' Cooperatives.
- Member of the National Economic Development Council for Botswana.
- Local Authority Councilor, Newcastle-under-Lyme, England.

5. PUBLICATIONS

- *Enterprises that Change Lives, 2018.*
- *The Role of Co-operatives and Self-Help Organizations in Crisis Resolution and Socio-Economic Recovery, 2002, ILO Geneva.*
- *New Mutualism – Helping Self-Help, 2000.* (Development aid policy & cooperatives) Co-operative Party, UK.
- *Reinventing Co-operation -The Challenge of the 21st Century, 1999.*
- *The Financing and Taxation of Co-operatives - A report for the UK Co-operative Council, 1996.*
- *Reinventing the Co-operative - Enterprises for the 21st Century, 1995.*
- *Outside Non-Executive Directors - their role and functions in agricultural cooperatives and other farmer-controlled businesses, 1993.*
- *People-Centered Business, Plunkett Foundation, 1992.*
- *Farmer Controlled Business: Bringing Balance to the Market Place, Plunkett Foundation, 1992*
- *Developing Directors of Cooperatives and Similar Enterprises, 1993.* Report for Department of Trade & Industry.

- Joint author of a paper for United Nations: *The Role of Co-operatives in Production, Marketing, and Consumption of Food: Policy Implications of Popular Participation Strategy for Meeting Basic Food Needs in Egypt.*
- Joint editor of *The Yearbook of Co-operative Enterprise*, 1988 to 1994.
- *The Handbook for Directors of Sugar Workers' Co-operatives in Jamaica*, 1974.
- In addition, a wide range of magazine articles, policy, and conference papers have been prepared; covering cooperative financing, legislation, taxation, competition policy, aid policy, etc.

6. EARLY LIFE

Started working for the local consumer cooperative at the age of 15 years. Followed Co-operative Union Ltd. distance learning programmes, studying a wide range of subjects relating to the operation of cooperatives.

From 1957-1959 served in the Royal Air Force on national service.

Attended full-time the Co-operative College, Loughborough, England, 1959-1960 undertaking courses in cooperative management.
