



# Training Module

## Training Module on Greening Cooperatives: A Facilitator's Guide



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**Module Description:** This module covers the fundamentals of green growth concepts, relevance and opportunities of greening to cooperatives, and framework of implementing green practices in the business and farm operations of cooperatives.

**Duration:** 7 hours

### **Learning Outcomes (LO):**

The module on Coop Going Green training-workshop aims to enhance awareness and knowledge of agri-based cooperatives on green growth practices and opportunities and capacitate them on building strategies in applying these practices into their goals, operations, and activities. Specifically, at the end of the training - workshop, participants should be able to:

- LO1 Discuss green growth as a sustainable business strategy;
- LO2 Explain the relevance and opportunities of green growth to cooperatives;
- LO3 Assess the cooperatives' current growth practices;
- LO4 Create *green*-inspired vision and mission statements for cooperatives; and
- LO5 Prioritize high-impact green growth practices for agricultural cooperatives.

### **Learning Conditions:**

Learners should be provided with the following:

- Reference Materials (Tools #1-10)
  - Blank cards and writing paraphernalia
  - Properly ventilated and equipped classroom
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## Introduction

Growth is highly dependent on natural resources. This follows that a declining resource base would pose risks on development. Recognizing the importance of conserving these resources provides the foundation for sustainable development. Sustainable development encourages a triple bottomline approach wherein economic growth and social needs are addressed without jeopardizing the capacity of the environment to provide for the future generation. This is where green growth comes in as a development strategy. Green growth recognizes the need to sustain growth and well-being through sustainable resource use.

Cooperatives are recognized as good entry point for promoting green growth particularly in the enterprise sector, and at the community and individual levels. Sustainable development goals are embedded in the cooperative principles specifically under the concern for community, which would make cooperatives accommodating to green growth objectives. Through education, values formation, and practices, cooperatives are can significantly influence the implementation of green growth practices.

This training module serves as a guide in conducting training seminars on greening cooperatives. It was prepared by Assistant Professors Karen P. Quillooy and Liezel S. Cruz of the Institute of Cooperatives and Bio-Enterprise Development (ICOPED), College of Economics and Management (CEM), University of the Philippines Los Baños (UPLB), under their research project entitled, "Leveraging Agricultural Cooperatives for Green Growth: A Pilot Study." The project was implemented from December 2016 to May 31, 2017 with funding from the ASEAN CSR Vision 2020 Small Grants Fund of the ASEAN-CSR Network, Ltd., Singapore. The module was first used in ICOPED's Training on Going Green: Strategies, Practices and Opportunities for Cooperatives on May 10, 2017 at ICOPED Auditorium, CEM, UPLB, College, Laguna, which was also part of the project activities.

This module is intended for sharing with training providers, cooperatives, and other organizations or institutions that also wish to educate clients on green growth.

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## LO1 Discuss green growth as a sustainable business strategy

### ASSESSMENT CRITERIA:



- Protection and sustainable use of natural assets are discussed.
- Challenges in achieving sustainable growth are identified and explained.
- “Grow First, Clean Up Later” Strategy is differentiated from “Grow Clean, Grow More Later”.
- Concept of green growth is defined in the context of sustainable development.

### LEARNING MATERIALS:



- How does our Economy Grow? Keeping our Natural Asset Base Intact while Growing.
- The Climate is Changing, so should we: Challenges in Achieving Sustainable Growth.
- Basic Understanding of Green Growth as a sustainable business strategy

### TRAINING TOOLS:



- TOOL #1 – Green growth: A sustainable strategy

### METHODOLOGIES:



- Lecture / Discussion
- Sharing of Ideas and Experiences

### ASSESSMENT METHOD:



- Oral Questioning
- Think-pair-share
- Open Forum

Note:

To facilitate the “Think-pair-share” assessment method, the participants are asked to do the following:

Step 1: **Think** about the topic / challenge presented by the facilitator. (Time: 30 seconds)

Step 2: **Pair** with fellow participants, preferably his/her seatmate.

Step 3: **Share** with his/her partner inputs, experiences, realizations, or ideal solutions for the topic discussed. (Time: 3 minutes)

## FACILITATING THE SESSION:



1. Before explaining the learning outcomes of this training module, ask the following questions to the participants to level off expectations:
  - Why conduct this training?
  - What do we want to achieve from this training?
  - What do we expect from you as training participants?

Allot time for self-reflection and call 2-3 participants who are willing to share their inputs to the group. Afterwards, summarize and connect the inputs from the participants to the learning outcomes of the training (LO1-LO5).

2. Introduce green growth by discussing the learning materials cited above.
  - Show PowerPoint slides: Tool #1: Green Growth, A Sustainable Strategy
  - Distribute handouts to participants
3. To determine if the participants understand the topics, utilize the “think-pair-share” assessment method.
4. Facilitation tips:
  - Have ready examples, experiences and stories on the negative impact of climate change that participants can relate to. Stories of local events can convey more than explanations.
  - Make use of great visuals to create more impact to your learners.

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## LO2 Explain the relevance and opportunities of Green Growth to cooperatives

### ASSESSMENT CRITERIA:



- Green growth is expressed in relation to the Seven Cooperative Principles.
- Reasons and importance of Going Green is discussed.
- “There is money in trash”: Opportunities of engaging in green practices
- A Green Growth Framework is clearly illustrated and explained.

## LEARNING CONTENTS:



- Seven Cooperative Principles
- Cooperatives and Green Growth
- Importance of Green Growth
- “There’s money in trash”: Cooperative Cases in the Philippines
- Green Growth Framework

## TRAINING TOOLS:



- TOOL #1 – Green growth: A sustainable strategy
- TOOL #2 – “There’s money in Trash”: Local Cases
- TOOL #3 – Green Growth Framework for Cooperatives

## METHODOLOGIES:



- Lecture
- Case Discussion
- Sharing of Ideas and Experiences

## ASSESSMENT METHOD:



- Oral Questioning
- Think-pair-share
- Open Forum

## FACILITATING THE SESSION:



1. Continue discussing the topics on Tool #1 (PowerPoint slides). Emphasize that engaging in green growth practices should not be seen as additional, extra work and expenses for the cooperatives. Instead, package green growth as something that cooperatives have already been doing (Principle #7: concern for community).
2. Using Tool #2 as guide, discuss real-life examples of local cooperatives that have made money from trash. It can range from making physical products from garbage (i.e. processing of juice wrappers or water hyacinth to bags or conversion of trash to charcoal) or saving money from instituting operational changes (i.e. recycling, waste segregation, etc.). Whichever examples are chosen, it would be best if these are lifted from the nearby communities so as to strengthen the impact to training participants.

3. Ask participants to share to the whole group what they learned from the featured cooperatives. Encourage them to share personal experiences or practices that they have implemented or planning to implement in their cooperatives. Optional: “think-pair-share”.
  4. Distribute Tool #3 (Green Growth Framework) to the participants so they can follow the facilitator’s discussion on the framework.
  5. Facilitation Tips:
    - Encourage participants to talk about their own experiences.
    - Utilize observations. They are useful in stimulating the participation of the participants, prompting them to “pull out” experience that they might otherwise have forgotten or would not dare to say.
    - Make sure that each participant has a copy of the green growth framework.
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## **L03 Assess the cooperatives current growth practices**

### **ASSESSMENT CRITERIA:**



- Framework of implementing green practices in cooperatives is presented.
- Selected Green Growth Practices adapted by organizations are explained.
- Current green-growth practices of pilot cooperatives are computed using the green audit checklist.

### **LEARNING MATERIALS:**



- Green Growth is a virtuous cycle
- Green Growth Practices
- Green Audit Checklist

### **TRAINING TOOLS:**



- TOOL #4 – Green Growth Implementation Process and Virtuous Cycle
- TOOL #5 – Green Growth Practices: An Infographic
- TOOL #6 – Green Audit Checklist



## METHODOLOGIES:



- Discussion / Workshop
- Group Work

## ASSESSMENT METHOD:



- Output Presentation
- Open Forum

## FACILITATING THE SESSION:



1. Before the session, draw the implementation process and Virtuous Cycle (Tool #4) on a flip chart or white board.
2. Distribute the infographic on green growth practices (Tool #5) which will serve as handouts for the participants while this the green growth practices are being discussed.
3. Green Audit Checklist: Group Activity
  - The objective of this activity is to measure the current level of progress the cooperative has done to green its business and assess its level of commitment to pursue more green growth opportunities in the future.
  - Split the participants into small groups (4-5 people per group). Make sure that all members of a group belong to just one (1) cooperative.
  - Give each group a copy of the Green Audit (Tool #6).
  - Ask the group to mark the green practices that the cooperative is currently implementing. 3 points for full implementation, 1 point for partial execution and 0 point for potential activities that the cooperative can add to its plan.
  - Total green score will be computed per group. Groups belonging to the same cooperative should have the same green score. If there are different green scores for groups in the same cooperative, this activity is a way to align the level of awareness of the members on the green practices being adopted by the organization.
  - Ask a representative for each group to share their outputs with the group.

#### 4. Facilitation Tips:

- It must be emphasized that a low score does not mean that the cooperative is doing poorly. Instead, it must be read to indicate that the cooperative has a lot of opportunities to pursue green growth and a lot of examples to benchmark on.
- As the Green audit computes the ***current*** level of greening activities employed by cooperatives, what is more important would be the ***new green score*** after the conduct of the training (preferably a month after). It is ideal that an improvement in the score will be seen, however, minimal it is. However, in cases of lower green scores after the training, this also is an opening for the board, officers and members of the concerned cooperative to identify the challenges that prevent them from taking advantage of the benefits of greening their business.

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## L04 Create *green*-inspired vision and mission for cooperatives

### ASSESSMENT CRITERIA:



- Current vision and mission of cooperatives are written and read out aloud.
- *Green*-inspired vision and mission are formulated and presented.

### LEARNING CONTENTS:



- Overview of vision and mission
- Importance of establishing *green* -inspired vision and mission in an organization.

### TRAINING TOOLS:



- TOOL #7 – Comparison of existing and “green-inspired” Vision & Mission statements

### METHODOLOGIES:



- Discussion / Workshop
- Group Work

## ASSESSMENT METHOD:



- Output Presentation
- Open Forum

## FACILITATING THE SESSION:



1. In the same small groups, ask each group to write down their existing vision and mission on the black cards provided. In another blank card, ask the groups to create *green*-inspired vision and mission statements. Place the existing and the newly-formulated statements side by side each other.
2. Emphasize that the activity is simply a way to fuel the participants' imagination to include green growth in their vision and mission statements. Shall the board and officers finally decide to amend their existing vision and mission, it will have to pass through the approval of the General Assembly.
3. Facilitating tips:
  - As a facilitator, you need to have a clear understanding of the profile and nature of business of your participant-cooperatives. Present local and concrete examples of related-vision and mission statements for benchmarking purposes.
  - Ensure that board members, officers and members of the cooperatives are well-distributed among groups to capture a holistic yet diverse perspectives in the group activity.
  - Be creative and inspire your participants to green their business but taking into account the priorities and objectives of your participants.

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## LO5 Prioritize high-impact green growth practices for agricultural cooperatives

### ASSESSMENT CRITERIA:



- The process of prioritizing high-impact green growth practices is described.
- Prioritization criteria are listed and expressed.
- Individual ratings and group overall scores are computed.

## LEARNING CONTENTS:



- Prioritization Matrix: How to spot high-impact green growth practices?
- Prioritization criteria
- Guide to computing individual and group scores.

## TRAINING TOOLS:



- TOOL #8 – Green Growth Prioritization List
- TOOL #9 – Green Growth Prioritization Criteria
- TOOL #10 – Green Growth Prioritization Matrix

## METHODOLOGIES:



- Discussion / Workshop
- Group Work

## ASSESSMENT METHOD:



- Output Presentation
- Open Forum

## FACILITATING THE SESSION:



1. Show the flow chart of the Green Growth Prioritization Matrix (TOOL #8).
2. Encourage participants to customize the list of Prioritization Criteria (TOOL #9). Invite cooperatives to use other criteria that are not included in the list.
3. From the list of prioritization criteria, the group, as one, will decide on the top five (5) criteria that are the most relevant and offer the highest impact to the cooperatives. The group also needs to assign weights to each of the chosen criteria. The sum of all weights should be equal to 100%.
4. The group has to identify the top five (5) green practices that the cooperative can adopt in its business operation. It can use as guide the list found in the Green Audit Checklist (TOOL #6) or totally come up with other green practices that the group feel would provide the most impact (in terms of savings, revenue generation or other benefits) to the organization.

5. Individually, the members must rank their preferred green practices per criterion set by the group by providing ratings on the prioritization matrix. The most preferred green practice per criterion is given a score of 5 while the least preferred gets a score of 1. All green practices need to be evaluated in every criterion set. An example is illustrated on TOOL #10.
  6. To compute for the group's score, all individual scores are aggregated per criterion and per green practice by simply adding all individual scores. Please refer to an illustration on TOOL #10.
  7. Facilitating Tips:
    - Ensure that all points of views are captured. Assign a facilitator per group to monitor the progress of each group.
    - Prior to training, the facilitators should have a clear understanding of how the prioritization matrix is created and how individual and groups scores are tallied and computed.
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