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### INTRODUCING DR. JESUS CRUZ, NEW MEMBER OF CUBAN ADVISORY TEAM

Further to June meetings in Havana with Mavis Alvarez and Pablo Fernandez, I am pleased to advise that Dr. Jesus Cruz has joined the Cuban Advisory Team. Dr. Cruz, a full professor at the Department of Economics, University of Havana, has extensive academic and practical knowledge of Cuban cooperatives and is the provincial president of the Asociación Nacional de Economistas de Cuba (ANEC)'s Scientific Society of Cooperatives.

*Dr. Cruz brings passion, knowledge and experience to our team, and will help us make the important connections with ANEC and others that will allow them to know about and understand the potential of our work. Mavis Alvarez*

Upon my return to Canada in June, a donor to this Project advised they wished to make a "targeted" donation to Saint Mary's University to explicitly cover the costs of hosting a Cuban academic delegate to the Quebec International Summit of Cooperatives, Quebec City, Oct 6-9. We are now making arrangements for Dr. Cruz's participation in this important event. He has also been invited to participate in the pre-Summit inaugural meeting of a post-secondary cooperative management education network.

An updated Project Diagram follows.

Warm co-operative regards...

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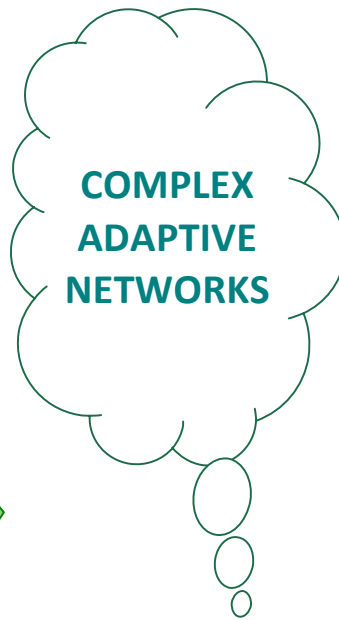
Seven co-operative principles:

1. Voluntary and open membership
2. Democratic member control
3. Member economic participation
4. Autonomy and independence
5. Education, training, and information
6. Co-operation among co-operatives
7. Concern for community



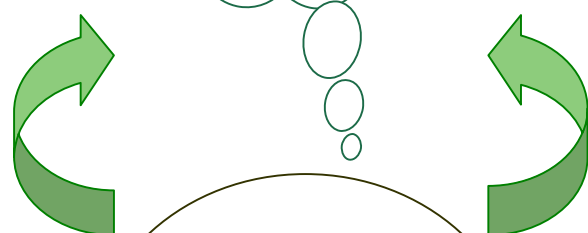
## Complex Organizational Theory

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



## Complex Adaptive Systems Characteristics

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



### CUBAN ADVISORY TEAM CO-OP CHAMPIONS

Mavis Alvarez  
Grizel Donestevez.  
Gonzalo Gonzales  
Pablo Fernandez  
Manuel Alonso  
Jesus Cruz Reyes

### INTERNATIONAL ADVISORY TEAM CO-OP CHAMPIONS

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

## STRENGTHENING CO-OP CAPACITY WITHIN CUBA'S FARMER COOPERATIVES

### FUNDING PARTNERS

Atlantic Central  
Cdn Embassy Havana  
SAOS  
(building this ring)

### PROJECT PARTNERS

Saint Mary's Univ.  
Escuela Niceto Perez  
Faculty of Economics,  
University of Havana  
CTC (to be confirmed)  
(building this ring)