

# ICA ANNUAL REPORT 2002



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## President's Review

At the General Assembly in Seoul in October 2001, ICA members clearly expressed the need for a stronger and more effective global organisation to carry out the ICA mission.

ICA started a decentralisation process in the early 1990s to promote clear and widespread responsibility and a better balance between the central role and that of the Regions. The premise for the ICA is the value of its global character. It is because of this that it is able to provide added value vital to the Co-operative Movement.



*Ivano Barberini*

Various problems have been thoroughly addressed by the Task Force and by the Board with innovative spirit and common sense - the true ingredients for a real and effective change.

Therefore 2002 was a busy year, aimed at redefining objectives and identifying ways to restructure ICA. These issues were equally addressed in the Regional Assemblies. However, this year ICA also tackled some particularly urgent and important problems including:

- Re-establishing economic and financial balance - This balance has been achieved thanks to the decision taken at the Seoul General Assembly and the willingness and extraordinary support of our members;

- Re-organising the Head Office, with the hiring of a new Director General and Finance Director;

- Redefining the basic accounting and administrative procedures to ensure more transparency and monitoring and control on all activities.

2002 was also the year that the ILO Recommendation 193 on the promotion of co-operatives was adopted. This Recommendation is extremely important in defining the role of co-operatives as well as outlining the basic conditions needed for the development of co-operatives in both developed and developing countries. It is an achievement mainly obtained through hard and detailed work and the creation of a united agreement within the Co-operative Movement. Without all of this, it would have been impossible to find common ground with ILO's constituent members – governments, workers and employers. A vote of thanks must go to the Working Group which followed the work in the ILO Conference and has strongly supported the Co-operative Movement through its excellent work.

In evaluating the work carried out, a special thanks to Maria Elena Chavez, who was Acting Director-General and worked with both competence and commitment for many months, as well as to the head and regional office staff.

We must also thank the new Director-General, Iain Macdonald, for having promptly taken up his position and the new Finance Director, Guy Malacrida, for his ability in presenting the economic and financial situation very clearly. In conclusion, we can say that we have left behind a quite difficult year, which, nonetheless produced positive results. Once again, this shows that the best way forward is to unite all our efforts with an open-minded and singular search for the necessary innovative changes.

2002 has laid down the basis for organisational change, the re-launching of ICA's role and the improvement of its usefulness.

**Ivano Barberini**  
ICA President

## Report of the Director-General

2002 was a significant year in ICA's history. Major changes in ICA's mode of operations were made to ensure clarity and transparency especially in the financial area. It was equally important as a year when both elected officials and the ICA staff reassessed the main objectives and focused its limited resources on a few major areas of work. Although much progress was made, there is clearly much to be done. Special note should be taken too of the positive



*Iain Macdonald*



*Maria Elena Chavez*

environment through which many of these changes have been taking place which are thanks to the efforts of our leadership and head and regional office staff. Particular thanks are due to Maria Elena Chavez who was acting Director General until my own appointment in September 2002 and to Guy Malacrida, Director of Finance, who also started working with ICA in 2002.

### ICA Restructuring

With the assistance of the ICA Board, a refocused ICA emerged in 2002. The budget cut of 10%, mandated by the ICA General Assembly of Seoul, was felt during 2002 with a streamlining of ICA activities and redistribution of tasks to a more limited number of ICA staff. Major efforts were made to provide ICA leadership and members with clearer and more transparent reports on its activities, membership and financial situation. In addition, senior management provided input to assist the Task Force in its overall review of the ICA structure and function.

The 2002 work programme thus focused on continuing to provide key member services addressing promoting the Co-operative Identity; providing better member services: networking, development and communications.

### Promoting Co-operative Identity

#### International Standing

The revision of the policy document on co-operatives – Recommendation 127 of the International Labour Office – continued to be a major work item. The ICA secretariat in consultation with a number of Board members formed and convened a working group to review the new draft ILO Recommendation on Co-operatives as mandated by the ICA General Assembly in its resolution, “Co-operative Policy and Legislation”. The working group respected regional and sectoral balance with special expertise and/or interest in co-operative legislation taken into consideration. Chaired by ICA Board member, Yehudah Paz, the working group put together a lobbying document including specific textual changes to the ILO document based on their discussions and taking into consideration proposals and comments received from ICA members. The document approved by the Board became an official position paper of the ICA – one voice of the Co-operative Movement - which served as the basis for all co-operative presentations, interventions, etc. during the ILO Conference held in June 2002. The ICA took an active role in the discussions at the ILO's Committee on the Promotion of Co-operatives where a line-by-line negotiating process took place. ICA was able to mobilise membership to be represented on governmental delegations, as well as national worker and employer delegations. Thanks to the ICA position paper and the well-

coordinated lobbying efforts of the ICA, a new global Recommendation on Co-operatives was adopted on 20 June 2002. Since the adoption of Recommendation 193, ICA head and regional offices have begun planning implementation workshops at the national and regional levels.

ICA also furthered its collaboration with the United Nations Centre for Human Settlements (Habitat) by co-organising with the United Nations Economic Commission for Europe (UN ECE) a colloquium on the "Contribution of the Co-operative Sector to Housing Development". This meeting provided a forum to share best practice and facilitate networking among co-operators and governmental housing specialists and resulted in concrete plans to put housing co-operatives higher on the agendas at both the UN Habitat and UN ECE.

The ICA also continued to press for better understanding of co-operatives by the international community and put co-operatives on the global agenda. The ICA President and Acting Director-General met United Nations Secretary-General, Kofi Annan, in April in New York. The meeting accorded by the Secretary-General to ICA officials during politically turbulent times was a clear message to co-operators that the United Nations recognised the Co-operative Movement as an important segment of organised civil society able to have real impact on the major issues faced by societies worldwide. Mr. Annan reaffirmed his continued support to co-operatives saying that ICA can "count on me and the United Nations".

The ICA President, ICA Board member Yehudah Paz and the Acting Director-General also met with the Director-General of the International Labour Office, Juan Somavia, in June 2002. The meeting provided an opportunity to underline the important role of co-operatives in employment creation and maintenance, as well as an opportunity to highlight ICA's position on the new ILO Recommendation on Co-operatives.

### **DotCoop**

The ICA continued to promote the new internet domain name for co-operatives as a means to promote Co-operative Identity. In 2002 ICA announced that over 1000 dotCoop websites were activated. Many ICA members purchased their names and began setting out specific strategies on how to best use their new dotCoop addresses to promote their Co-operative Identity and further their economic and social activities. ICA also actively promoted a new dotCoop programme – Community Names – to build co-operative communities based on geographic names, sectoral or other generic names.

### **International Day of Co-operatives**

Under the theme, "Society and Co-operatives: Concern for Community", co-operators and the international community celebrated ICA's International Co-operative Day and the United Nations International Day of Co-operatives. The ICA message was widely disseminated alongside the message of United Nations Secretary-General, Kofi Annan, helping to raise general awareness.

### **Networking**

In early spring of 2002, the ICA already had begun preparations for the ICA General Assembly to be held in Norway. Initial arrangements and the theme of the Assembly, "Co-operatives for Democratic, Social and Economic Development", were approved by the ICA Board in April 2002. The ICA Secretariat and Norwegian Organising Committee worked throughout the year on logistical details for a comprehensive series of meetings of sectoral

organisations. The Secretariat identified keynote speakers and invitations were extended as early as the spring of 2002.

The ICA also continued its work to collect and disseminate co-operative statistics. A simplified questionnaire was developed and sent to all ICA member organisations. The replies enable ICA to promote the co-operative form of enterprise to development agencies, international organisations and the general public.

At the regional level, ICA offices focused on organising their respective Regional Assemblies. Information on these meetings is found under the reports from the regions.

At a more internal level, efforts were made to continue to improve ICA's administrative systems with regard to membership issues both at head and regional office levels.

ICA welcomed 5 new member organisations in the year and counted 236 organisations in membership at the end of 2002.

### **ICA Development Programme**

In 2002 ICA initiated a critical study of the development programme. The aim of the study is to outline the role of the development programme, priorities and the overall structure and work of the ICA, globally as well as regionally. The study, which will be finalised in 2003, will assess the contribution of ICA's development programme to the overall member services function of the organisation and suggest ways to strengthen the overall capacity of ICA to respond to members' needs. It will also analyse the direct and indirect benefit of the development programme to members, evaluate current member and partner relationships, their expectations and suggestions, and partners' view of ICA's role in development to reinforce ICA's capacity and relevance as a provider of member services and as a partner in co-operative development.

The ICA Development Programme focused in 2002 on poverty reduction, an issue that will be given added emphasis in future. Initiatives to reduce poverty are generally linked to activities carried out by the regional offices which are described in more detail under the reports from the Regions, but ICA has also contributed to publications, meetings and discussions on this issue. The launching of an ICA global campaign against poverty is also in its planning stages.

HIV/AIDS is a new area on which the ICA Development Programme has begun work. ICA has initiated discussions with UNAIDS to identify ways to collaborate.

The year also saw the launch of a joint ILO/ the International Confederation of Free Trade Unions (ICFTU)/ICA project, SYNDICOOP (Poverty Alleviation for Unprotected Informal Economy Workers through Trade Union - Co-operative Action). The aim of the project, which was initially launched in three countries in East Africa, is to improve the working and living conditions of unprotected informal economy workers through pilot projects aimed at creating decent employment and income.

### **Communications**

Despite limited human and financial resources, ICA continued to provide both members and the general public with information on its activities as well as co-operative development trends. Three issues of the electronic newsletter, the *ICA E-News*, were published to the ICA website in 2002. Each issue highlighted important ICA events and activities as well as

providing relevant information on ICA member activities and issues of interest to the co-operative community. The ICA also published one issue of the *Review of International Co-operation* which included papers selected by the ICA Research Committee from its regional conferences. A number of press releases were also issued to inform members, supporters of co-operatives and the general public of significant ICA events. The ICA website also continued to be a source of information to members and the general public.

## **Conclusion**

ICA members provided an important show of support in 2002 with early payment of subscriptions, significant levels of extraordinary contributions and input to the work of the Task Force. This active participation of members, the ICA leadership and the extraordinary commitment of staff at the head and regional offices have made 2002 a successful year that allows ICA to look forward to an improved, expanded and more focused service to members in 2003 and a stronger ICA.

**Iain Macdonald**  
Director-General

**Maria Elena Chavez**  
Deputy Director-General

## ICA Regions

The ICA has five regional offices serving its members in Africa, the Americas, Asia and the Pacific, and Europe. It also maintains a number of 'project offices' established to implement a specific activity and funded from development partner and member contributions.

### Africa

The African Region is served by two regional offices; the Regional Office for East, Central and Southern Africa (ROECSA) located in Nairobi (Kenya), and the Regional Office for West Africa (ROWA) located in Ouagadougou (Burkina Faso) and a project office for North Africa and the Arab World (ICA-NAAW) in Cairo (Egypt).

#### **ICA Regional Office for East, Central and Southern Africa (ROECSA)**

The year 2002 was on average a good year for the Regional Office. A new agreement with the Swedish Co-operative Centre for activities 2002–2005 was signed thus considerably strengthening the development activities implemented by Office. The new agreement provides for support to two projects in agricultural marketing and rural co-operative micro-finance. Collaboration with other partners including the Food and Agricultural Organisation of the United Nations (FAO), NORCOOP, Canadian Co-operative Association (CCA) and ILO was maintained at satisfactory levels.

ROECSA began recruiting a full-time project manager for the Rural Finance Project. This additional member of staff will significantly raise the capacity of the Office to contribute to the development of the sub-sector. In the meantime, a workshop bringing together managers and promoters of co-operative microfinance in the region was organised in Nairobi. They identified the key challenges, shared experiences and new ideas. They also initiated a regional network for co-operative and related microfinance. Three minor studies were also carried to review the policies and procedures used by savings and credit co-operatives in Kenya, Tanzania and Uganda. The impact of the ICA's work in this area has been the raising of the profile of co-operative microfinance in the region. Laws and government policies as well as the performance of financial co-operatives are also improving for co-operative microfinance.

The second major area of ICA work in the Region was agricultural marketing. The Regional Office continued to identify new ideas and emerging approaches for organising group marketing of agricultural products. A workshop held in conjunction with the Regional Assembly focused on co-operative commodity trading in the context of international agreements. Another workshop identified the central issues in co-operative agricultural marketing in the region and made proposals on how to address them, and a network to generate, develop and share knowledge on co-operative agricultural marketing was initiated.

Despite efforts, the Office was unable to secure partner support for a proposed Regional Project on Co-operative Housing and Shelter. Contacts with the Norwegian Federation of Housing Co-operatives (NBBL), Rooftops Canada and the United Kingdom Department for International Development (DFID) were, nevertheless, encouraging.

In 2002, the Regional Office also launched its own website at [www.icaroecsa.coop](http://www.icaroecsa.coop). The site contains important information on the general and development work of the Office as well as a calendar of regional events. It includes key contacts and recent publications.

On the membership, representation and governance front, 2002 was very active. Two Regional Executive Committee meetings, the Regional Assembly and the 7<sup>th</sup> ICA African Ministerial Co-operative Conference were held. All these events enabled a greater networking among ICA member organisations and also contributed to raising visibility for the important role played by co-operatives in the economic and social development of the Region.

Meanwhile, the overall environment for co-operative development improved further. Governments and development agencies began acknowledging once again that co-operatives play an important, almost indispensable, role in social and economic development. The result was more interest, better laws and policies and increasing support for the sector.

### **Regional Office for West Africa (ROWA)**

ICA ROWA member organisations continue to evolve in a political, economic and social environment that influences their respective activities and those of the Office.

The activities described below result from the implementation of the strategic programme 2001-2005 discussed and adopted during the ICA Regional Assembly for Africa held in August 2000 in Cotonou (Benin). The strategic programme is the outcome of a whole procedure including the evaluation of ROWA's activities, the analysis of members' problems and needs, the definition of objectives, the drafting of an action plan and project sheets which have been validated by members. The planning and the implementation of activities are the responsibilities of co-operatives whose individual members and their families are the principal and final beneficiaries. ROWA is a catalyst and intermediary and provides technical support to its member organisations.

In response to member needs, ROWA focused its activities in 2002 on the development of co-operative business and human resources, the promotion of gender and poverty control through primary co-operatives, the promotion of co-operative networking, the promotion of ICA's international presence, Co-operative Identity, and lobbying.

### **Co-operative Business and Human Resource Development**

Under this programme, ROWA provides support to a regional farmers' union in Benin, an agricultural union in Côte d'Ivoire, a women's sewing co-operative in Cape Verde and a regional union in Burkina Faso. It further provides support for the development of the Intercoop Commodity Exchange.

The Union Départementale des Producteurs du Borgou (UDP) is a farmers' regional union founded in 1995 and located in the Borgou department at about 600 kilometres north of Benin. The objective of ROWA's support is to set up an internal control and auditing unit inside the Union since the union has never yet been audited. This unit will carry out auditing activities for the benefit of local members, train local members' book keepers, and contribute to support self-adjustment programmes within the UDP network. In 2002 ROWA was able to analyse a project proposal submitted by UDP and draft the terms of reference and protocol agreement. Together with UDP, ROWA selected a consultant to implement a two-week training session in September 2002 in Parakou. Eleven participants attended the session. An evaluation of the activity will be carried out in 2004.



Since 2001 ROWA has also provided support to the Agricultural Co-operative Union of Agboville (SCABO) for a computerisation project of the management and information system. In April 2002, the Office provided further support to the consolidation of this project by financing refresher courses for five staff members and funds to purchase a new computer package.

Cooperativa de Costura Simplicidade (CCS) is a women's sewing co-operative created in 1991 in San Vicente in Cape Verde. It is trying to develop a new marketing strategy to enable it to export finished products to the USA, taking into account the possibilities offered by the African Growth and Opportunity Act (AGOA). This new strategy requires the design and production of an exclusive pattern that will uniquely serve the USA market. ROWA's support enabled CCS to undertake a market survey and visit Dakar and Abidjan to evaluate the type of materials offered. It further enabled members of the co-operative to visit textile manufacturing factories, negotiate with suppliers, and collect market information for the development of its new strategy.

The Union Régionale des Coopératives d'Epargne et de Crédit du Bam (URCBAM) is a regional union located in Kongoussi, about 150 km north of Ouagadougou, in a very dry and poor area of Burkina Faso. ROWA provided support to the Union to support its trading activities including providing revolving funds for its grassroots members to buy and sell local corn during the food shortage period.

A feasibility study for the Intercoop Commodity Exchange has been carried out in Ghana, Nigeria, Niger and Mali. A final report will be submitted to a regional seminar based on the national survey reports. Contacts have been taken with SOCODEVI (Canada) and CLUSA (USA) to seek partnerships for implementation.

#### **Promotion of Gender and Poverty Control**

ICA members URCBAM (Burkina Faso), UDP (Benin), URCBAM (Burkina Faso), Fédération des Caisses de Crédit Agricole Mutuel du Bénin (FECAM) and Union Nationale des Coopératives Agricoles (UNCAS) are supported under this programme.

Thanks to the Norah Willis Memorial Fund, ROWA was able to promote income generating activities for URCBAM women's groups by providing credit. These women took out loans for cattle fattening, petty trade and handicraft activities. ROWA has also been supporting a URCBAM health insurance programme. The scheme counts 120 women and children as of March 2002.

UDP Borgou benefited from ROWA's support in the following activities : grants for small loans for income generating activities to 31 individual members of 14 women's groups affiliated to the regional union and a training session for 37 women on sheanut butter production techniques which was held in November 2002.

Support to FECECAM enabled 100 women from 11 local co-operatives to be trained and 5 women to travel to Mali on a study trip to exchange experience.

The UNCAS Women's Committee has also benefited from the Office's support. In April 2002, two follow-up and accounting review missions to the UNCAS Women's Committee and to the Neema Women's Co-operative in the Gambia were taken. The mission to Senegal was to review existing accounting documents produced, analyse and check the exactness of

the supporting documents, enter all data in order to check closing balances, and meet with the coordinator, president and the treasurer to review the results. In Gambia, the mission's objectives was to review progress of the activities financed in the last year, discuss the evolution of the Neema Co-operative and its future activities, verify accounts and accounting documents and discuss the feasibility of an evaluation of the outreach programme.

### **Co-operative Networking**

ROWA organised an exchange visit for a delegation from the UNCAS Women's Committee to Burkina Faso in July 2002. Five members of the Committee visited a fruit and vegetable processing unit of a women's co-operative, women income generating activities, Albert Schweitzer Ecologic Center : solar energy, and reviewed experiences on a health insurance programme for women and children, fruit and vegetable processing technologies, bio farming, and soap making technology. These study trips permitted the women to exchange experiences on savings and credit, project management, vocational and literacy training, income generating activities, gender issues in co-operatives, and promote a regional trade network.

The ICA offices in Africa also jointly organised the 5<sup>th</sup> ICA Regional Assembly for Africa and a regional seminar "International trade, commodity marketing and co-operatives in Africa: New approaches, new systems and new international agreements". The regional seminar provided information to participants, and enabled them to share experiences in order to improve their knowledge and participation in the globalisation process. The Assembly adopted progress reports, future plans and recommendations from the regional seminar. Both events were also used to promote co-operative networking, the role of co-operatives, Co-operative Values and Identity among the politicians, the media, the general public and development partners in Mauritius. The events were attended by the Minister of Trade and Co-operatives, Mr Premdutt Koonjoo, the ICA President, Director-General and Director of Development. The meetings were held on 16-20 September 2002 in Mauritius.

### **Americas**

The Americas Region is serviced by a regional office located in San José (Costa Rica) and three project offices in Argentina, Bolivia and Brazil.

#### **Regional Office for the Americas (ROAM)**

The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) in its report of 18 December 2002 noted a drop of 0.5% in the economic activity of Latin America and the Caribbean. The regional average was heavily influenced by the situation in Argentina, Uruguay and Venezuela, but low levels of dynamism were generalised almost throughout the Region. As a result, the living standards of large numbers of Latin Americans deteriorated and an estimated seven million people joined the ranks of those living in poverty. The rate of unemployment increased from 8.4% in 2001 to 9.1% in 2002, while real salaries fell by an average of 1.5%. Other signs of weakness in the labour market were the increase in unemployment and the growth of the informal sector.

The conditions outlined above have directly affected the co-operative sector in a negative manner, particularly the agricultural co-operatives, given that farmers have very low levels of organisation and little capacity to respond, negotiate or even satisfy the needs of local markets. Local farmers have also been adversely affected by free trade.

ROAM acknowledges that weak integration and a lack of capacity to formulate proposals and lobby on national policies are the two principal weaknesses of the Co-operative Movement in the Latin American region. For this reason, ROAM focuses on raising the level of awareness of all co-operative members in order to increase their capacity for response and enable them to lobby governments and other organisations that affect co-operative development in the Americas.

In addressing the regional situation and providing support to ICA members, ROAM carried out four projects supported SCC, Development International Desjardins (DID) of Canada, Société de coopération pour le développement international (SOCODEVI) of Canada and AMECOOP (Spain).

The first project aimed at strengthening the co-operative movement's ability to formulate proposals and lobby so as to better influence political, social, and economic issues within governmental policies. The seven workshops carried out in Argentina, Dominican Republic, Colombia, Costa Rica, El Salvador, Haiti and Paraguay enabled beneficiary organisations to identify issues on which to lobby and formulate plans of action.

A second project supported the activities of the Regional Committee of Financial Co-operatives of the Americas. Savings and credit co-operatives operate in an increasingly competitive market, therefore ROAM's activities aimed at strengthening the economic integration of regional savings and credit co-operatives to national and international markets. In 2002 the Committee began the work of identifying its specific sphere of action. It also held seminars and workshops to discuss issues related to the financial administration of investments, quality control mechanisms for credit portfolios, the use of information indicators for risk management in investment and credit portfolios, analysis of the implications of the Southern Cone crisis for co-operatives, and aspects related to the financial supervision of co-operatives. Such activities were held in Dominican Republic, Paraguay, Chile and Argentina.

A third project, Network for Sustainable Forestry Development for the Americas, aims to improve the living conditions of the populations who are linked directly or indirectly with the forest. Members of the Network enhance their efforts to learn and apply better techniques to benefit forest development and share their experiences to promote a more efficient use of labour and of forest resources. Additional incomes that may be generated by the forestry and agro forestry activities carried out by the populations involved was one of the indicators defined. The Network's members are now more efficient and effective as they are applying new technologies in their operations, visualising new sources of income (as in the case of agro-forestry), introducing new species of trees and encouraging their members to initiate or expand forestry projects on their lands.

ROAM also implemented a project on the promotion of women's participation in management and improvement of the management capacity of co-operatives in Honduras. This project enabled the women participating in co-operative enterprises to increase their knowledge on topics related to co-operative management. The project facilitated seven training activities on gender perspective and its inclusion as a cross-cutting issue in co-operative organisations, the incorporation of gender perspective in the co-operatives, credit analysis and policy on credit matters, globalisation, marketing, finance and management. Forty-one women from 13 Honduran organisations benefited.

An important organisational project was the update and modernisation of the website ( [www.acimericas.coop](http://www.acimericas.coop) ), which is now highly appreciated by the members and is one of the examples of the implementation of .coop. This new source of information allows members to be updated on the activities organised not only by the ICA but also by other organisations, as well as to be informed on variety of issues.

In order to provide a better service to members, some training programmes have been made available through this website. It should be noted that these services are not aimed solely at the members, but are also available to any co-operative organisation wishing to receive training.

It is important to mention that the greatest academic activity in the Region is the Regional Conference, which for the year 2002 was held in Asunción, Paraguay. ROAM counted with the participation of 505 co-operators from all over the Americas. The 5<sup>th</sup> Regional Assembly was held within the Conference's framework, where the new Consultative Council and the new Regional President were elected.

ROAM provides services to 65 members in the region, representing 20 countries of the Americas: (Argentina, Bolivia, Brazil, Canada, Colombia, Costa Rica, Chile, Cuba, Dominican Republic, El Salvador, Haiti, Honduras, Mexico, Panama, Paraguay, Peru, Puerto Rico, United States, Uruguay and Venezuela).

## **Asia & the Pacific**

### **Regional Office for Asia and the Pacific (ROAP)**

The most important activity of ROAP in 2002 was the 6<sup>th</sup> Asia-Pacific Co-operative Ministers' Conference held in Kathmandu (Nepal) on 3-7 April, 2002, with the support and collaboration of His Majesty's Government of Nepal, the Ministry of Agriculture and Co-operatives, and the National Co-operative Federation of Nepal. H.E. the Prime Minister of Nepal, Mr. Sher Bahadur Deuba inaugurated the conference. A total of 196 participants from 18 countries of the Region attended in addition to representatives from international organisations.

The conference focused on the theme, "Establishing Relevant Policies and Legislation for Co-operatives in the New Millennium". After thoroughly reviewing the findings of the ROAP critical study on "Co-operative Legislation and Policy Reforms for Co-operative Research and Development", the conference adopted the "Kathmandu Declaration".

ROAP organised a seminar on "Strategies for Image Building of Co-operatives" in collaboration with its member organisations in India - National Co-operative Union of India and Indian Farmers Fertilisers Co-operative Ltd. The seminar attracted a large number of delegates from India, Iran, Korea, Malaysia, Singapore, Sri Lanka and Thailand and stressed the need for image building among co-operative members and stakeholders so as to change the public perception towards co-operatives, while projecting co-operatives strongly in the media. Member apathy or indifference was another issue identified by the seminar. The seminar defined the process of image building and recommended preservation, protection and implementation of co-operative values at all levels; improving co-operative governance to remove aberrations; developing workable/strategic alliances and networking systems;

developing positive/constructive relations with mainstream media and strengthen co-operatives' own media framework; and introducing Social Audit.

Another seminar, "Surveillance Systems for Co-operative Credit and Banking Institutions in the Asia-Pacific Region" was held at the Agricultural Co-operative College of Korea (Seoul) in November 2002 and inaugurated by Suk Hwi Park, Executive Vice-President of National Agricultural Co-operative Federation (NACF) of Korea. The seminar examined the limitations of existing surveillance systems and formulated important recommendations for creating effective surveillance systems for co-operative credit and banking institutions. It specified steps to be taken at the level of governments, central banks, co-operative federations, and the co-operatives themselves. The seminar was supported technically and financially by DID, while NACF and the Agricultural Co-operative College of Korea extended local organisational and logistic support.

ROAP also organised a seminar-cum-workshop on Co-operative Banking in the Asia-Pacific Region in collaboration with the SANASA Development Bank in Colombo (Sri Lanka) in January 2002. Attended by delegates from India, Indonesia, Iran, Nepal, Singapore, and Sri Lanka, it was opened by Mr A.S. Jayawardena, Governor of the Central Bank of Sri Lanka. He noted that the co-operative banks should convert from the "welfarist" philosophy into a "business entrepreneurial" philosophy, based on mobilisation of people and the amendment of banking laws, so that the co-operative banks can function under appropriate self-regulations.

The 16<sup>th</sup> ICA-Japan training course on "Strengthening Management of Agricultural Co-operatives in Asia" was concluded during 2002 and the 17<sup>th</sup> course was inaugurated. The programme, financed by the Japanese Ministry of Agriculture, Forestry and Fisheries (MAFF) was and implemented by ICA in collaboration with the Central Union of Agricultural Co-operatives of Japan (JA-Zenchu) and the Institute for the Development of Agricultural Co-operation in Asia-Japan (IDACA). The main objective of the training course was to help improve the capacities and capabilities of managers of agricultural co-operatives and accelerate the agro-processing activities to add value to the primary products of their members. The Second ICA-Japan training course for rural women agricultural co-operative leaders was also held during 2002 in Thailand and Japan. Also financed by MAFF, it trained 8 co-operative women.

Apart from these seminars and meetings, regional specialised organisations held their meetings regularly. Some of the committees also organised topically relevant seminars during the year. A total of 32 activities were held during 2002.

A new project to strengthen agricultural co-operatives in Asia-Pacific will be supported by AGRITERA (Netherlands). The project involves conducting critical studies in select countries and formulating appropriate strategies to strengthen agricultural co-operatives, through extensive consultation with governments and policy makers. The project will be completed in 2003.

The European Union has also awarded a major project for rehabilitation of earthquake affected artisans at Bhuj district of Gujarat, India. The project is being implemented by the ICA Domus Trust.

Finally, the ICA Regional Office moved in November 2002 to a new modern office in a better location in New Delhi.

## Europe

### Regional Office for Europe (ICA Europe)

ICA Europe's activities in 2002 centred around two key priorities: "Assistance to co-operatives in Central and Eastern Europe" and "Improving the image of co-operatives – information and communication". Notable success was achieved in both areas with a strengthening of co-operative movements in Central and Eastern Europe and recognition by international organisations such as the ILO, UN HABITAT, European Commission and Council of Europe as an international NGO of influence. ICA Europe's visibility was further increased by excellent press coverage, particularly during its visits to Central and Eastern Europe.

A major achievement of the year was the presentation of a keynote speech by the European Commissioner for Enterprise and Information Society, Erkki Liikanen, to the Regional Assembly for Europe held in Lisbon. Under the theme "Co-operatives in a Dynamic Enterprise Europe" a series of panels examined topical issues including the ILO Recommendation 193 and its implementation, the Statute for a European Co-operative Society facilitating easier co-operation across borders, the impact of enlargement on co-operatives and .coop fostering co-operative enterprises. A presentation was also given by a European Commission representative on the draft communication of the Commission "Co-operatives in Enterprise Europe". The above issues reflected the major subjects of interest to all European co-operatives.

European Commission President, Romano Prodi, attended the European Co-operative Convention on "The Union's Policy for the Co-operative Enterprises" held in Brussels. Speaking at the Convention, ICA Europe President, Lars Hillbom, took the opportunity to call the attention of the EU President to the need for increased involvement of Central and Eastern European co-operatives in EU activities and emphasise the importance of communicating the EU's positive views on co-operatives to governmental authorities in these countries. The event paved the way for closer collaboration between the Co-operative Movement and the European Commission.

Policy dialogue continued at the highest levels in 2002 in countries of Central and Eastern Europe with the aim of promoting support for co-operative development. Top ICA officials were received by the Yugoslav Prime Minister and President, the Estonian Prime Minister, Poland's Head of State and the Hungarian President and Prime Minister. ICA Europe provided expertise and assistance to member organisations in Bosnia and Herzegovina, Hungary, Romania, and Yugoslavia in order to support enabling legislation governing co-operatives.

The European office participated in ICA's successfully co-ordinated lobby campaign which led to the adoption by the ILO Conference of the Recommendation on the Promotion of Co-operatives. As a result ICA's Identity Statement on the Co-operative Values and Principles was included in the final document.

ICA Europe also co-organised an international Colloquium on the "Contribution of the Co-operative Sector to Housing Development" in association with UN HABITAT, UN ECE, ICA

Housing and Turkish host organisations in Ankara. The focus was on housing developments in Central and Eastern European countries.

Representation activities included attendance at the Congress of Serbian Agricultural Co-operatives in Belgrade, the UK Co-operative Congress in Belfast, LEGACOOOP Congress in Italy.

In parallel to the work of the ICA Board Task Force aiming at a thorough review of ICA's activities and structure, a European working group was set up and made proposals on the future of ICA Europe. These proposals constituted a valuable input into the report of the Task Force.

The European Youth Conference, which brought together some 70 young co-operators, submitted a statement to the Regional Assembly acknowledging the efforts of ICA Europe to increase youth involvement and requesting the creation of a structured European Youth Network and strategy with the support of the European Council.

A new European Council was elected by the Regional Assembly in October chaired by Pauline Green, Chief Executive of the Co-operative Union UK. She succeeds Lars Hillbom who remains on the ICA Board until the next ICA elections. The two new Vice-Chairpersons are Anne Santamäki, SOK (Finland) and Jean-François Hoffelt, Fédération Belge des Coopératives (FEBECOOP). At its first meeting, the new Council elected an Executive Committee of six members with the aim of driving forward the decisions of the Council and strengthening relationships with all European members.

The quarterly ICA Europe Bulletin contributed to improved communication with members. A special issue was published and distributed at the Regional Assembly.

With the adoption of a new member, namely the Portuguese Confederação Nacional das Cooperativas Agrícolas e do Crédito Agrícola (CONFAGRI), the number of ICA member organisations in Europe amounted to 93 in 37 countries.

Changes have occurred in staffing: Luc Balourdet's secondment from Crédit Mutuel terminated in January and ICA Europe assistant, Pascale Blyth, left the organisation in July. The Regional Director shared her time between Europe and members' services.

## ICA Specialised Bodies

### International Co-operative Agricultural Organisation (ICAO)

**Chairperson:** Churll-Hee Won (Korea)

**Secretary:** Keun-Won Ryu (Korea)

ICAO General Meeting for 2002 was held in Lisbon, Portugal on 9 October where Mr. Churll-Hee Won of the National Agricultural Co-operative Federation of Korea was re-elected as President, Mr Mohamed Idris of the Central Agricultural Co-operative Union of Egypt, Mr Marcio Lopes de Freitas of the Organisation of Co-operatives of Brazil, Mr Kazuo Tsukada JA-ZENCHU of Japan, and Mr Sven Holmström Scanagri, Sweden were elected as Vice-Presidents of ICAO.

ICAO's priority area of work continues to be sensitising members on the World Trade Organisation (WTO) agricultural trade negotiation Accordingly, it organised a forum on "Agricultural Co-operatives in the WTO Doha Development Agenda Negotiations" in conjunction with its general meeting. The forum was addressed by Mr Miguel Rodriguez Mendoza, former Deputy Director General of WTO and Mr José Manuel Miranda Relvas, Vice President of COGEA. .

The ICAO also organised other meetings aimed at sharing experience. The 4<sup>th</sup> ICAO workshop addressed the theme, "Agriculture Marketing and Agricultural Co-operatives in Rural Development". Organised in collaboration with ICA ROAP and NKMF of the Philippines, it was held in Manila from 12-14 September 2002. Another joint seminar was organised in May in Seoul (Korea) in collaboration with FFTC (Taiwan) and NACF (Korea), focusing on "Improving Agricultural Marketing under Trade Liberalisation".

In 2002 ICAO also welcomed a new member from Portugal, Confederação Nacional das Co-operativas Agrícolas e do Crédito de Portugal.

### International Co-operative Banking Association (ICBA)

**Chairperson:** Regional Vice-Presidents (January- October)  
Eugeniusz Laszkiewicz (November-December)

**Secretary:** Anne Lavoie (Canada)

From January to October 2002, the presidency of the Association was held by the Vice-Presidents of the ICBA. The Secretariat of ICBA was solidly and professionally looked after by the Desjardins Group, Canada.

The Executive Committee meeting was held on 9 October 2002, during which Mr Eugeniusz Laszkiewicz was elected to the vacant post of President. Mr Laszkiewicz is President of the National Union of Co-operative Banks of Poland.

Following the completion of the ICBA's Secretariat move to Warsaw, a questionnaire was sent to all ICBA members asking them to identify priority areas of work - an ICBA strategy – for the future. Members were asked to consider the following:



The scope and manner in which to convey information to ICBA members  
The scope of ICBA activities  
The promotion of ICBA member activities  
Common activities of members in favour of the Association  
ICBA co-operation with other associations  
Financing the statutory activities by the Association

Replies to the questionnaire will establish ICBA activities for 2003-2005.

During the reporting period, the ICBA Secretariat began preparation for the 2<sup>nd</sup> International Co-operative Banking Conference and an ICBA Seminar to be held during the ICA General Assembly in Oslo in 2003 and engaged in organisational, statutory and lobbying activities with a view to broadening the activities of the Association.

### **Consumer Co-operative International (CCI)**

**Chairperson:** Guiseppe Fabretti (Italy)  
**Secretary:** Gabriella Sozanski (ICA)

CCI regroups 27 consumer co-operative organisations from 22 countries. 85% of its members are directly or indirectly affiliated to ICA.

The activities of CCI during 2002 focused on:

Improving the business efficiency of consumer co-operatives in view of the growing competition of multinationals  
Maintaining the confidence of consumers  
Assisting weaker co-operative movements in all regions  
Making their voice heard in the areas of food safety, environment, fair trade and North-South relationship.

A major achievement of CCI was the adoption of a “Code of Conduct on Electronic Commerce”. After several years of consultation with members agreement was reached on issues like settling disputes by the relevant tribunals in the buyer’s country, recommending the use of .coop if no other trusted co-operative trademark was being used and indicating clearly which geographic and/or economic areas the Code covered.

CCI members decided to refocus its 2002 activities on two major areas: Co-operative Identity and Values and efficient business activities. As a consequence two sub-groups were set up replacing the former working groups on Environment and Ethics, and Training and E-commerce:

1. Co-operative Identity and Values including food safety, ethics and environment, fair trade, North-South-East collaboration and
2. Co-operative business effectiveness including procurement, marketing, best practice, international co-operation.

The working group on Food Quality continued its activities and met in June in Helsinki.

A successful seminar was also held in Lisbon on “Co-operative values and business success” Best practices were presented from the United Kingdom on how to measure business success, from Denmark on FDB’s consumer policy and from the recently established trans-Nordic co-operation entitled: “Co-op Norden in Action”.

CCI’s major on-going activity, namely ICA’s representation at the FAO/WHO Codex Alimentarius Commission, continued in 2002. The Japanese consumer co-operative organisation, JCCU, participates regularly in the meeting of Codex on behalf of the ICA.

### **International Co-operative Fisheries Organisation (ICFO)**

**Chairperson:** Shoji Uemura (Japan)  
**Secretary:** Masaaki Sato (Japan)

ICFO held its statutory Executive and Plenary meetings in Cebu (Philippines) on 23 October 2002, where it unanimously adopted a resolution calling for establishment of fair trade rules on international trade of fish and fish products. The resolution was sent to WTO and FAO for information.

ICFO also conducted the “Training Project for Leaders of Fisheries Co-operatives in the World 2002, or “ODA seminar” in Yantai (China) from 19-23 March 2003. The seminar was entitled “ICA/ICFO/China Fisheries Association (CFA) Seminar for Promotion of Sustainable Development of Fishing Industry of China” and CFA hosted the seminar.

In the seminar, experts from FAO, WTO, Danish Government, a university in Japan as well as experts from China etc. were invited as lecturers on various subjects including nutritional characteristics of aquatic products, dietary habits and human health, monitoring, surveillance and control of fish and fish products quality in Denmark, WTO Rules on trade of fish and fish products, and its impact on global trade, commitment to WTO of Chinese Government and new situations relative to trade of fish and fish products in China, and so forth.

In the face of the on-going negotiations at WTO on Non-Agricultural Products, attention was paid to how we can ensure establishment of trade modalities that would accommodate requirements of both advanced/developed and developing countries.

### **International Health Co-operative Organisation (IHCO)**

**Chairman:** Dr. José-Carlos Guisado (Spain)  
**Secretary:** Gabriella Sozanski (ICA)

IHCO regroups 12 member organisations out of which 75% are affiliated to ICA. Its priority activities in 2002 have been:

#### **Representation of health co-operatives in international organisations:**

IHCO represents health co-operatives within the World Health Organisation (WHO) through its participation in the NGO Ad hoc Group. This group organised a successful NGO briefing session during the World Health Assembly in May focusing on health promotion in Africa. Initially IHCO has applied for official status with WHO. However due to the revision of the rules regulating the status of NGOs, the application was suspended. Today, WHO is favourable to an application by ICA for official status. If accorded ICA would then delegate the primary task of representation to IHCO.

IHCO was also invited to participate in the work of the Executive Committee of the NGO Health Forum, an international NGO based in Geneva.

**Exchange of experience:**

IHCO held two Board meetings during the year. In Lisbon an enlarged Board meeting was held where the Portuguese federation of medical co-operatives, a potential new member of IHCO was invited. Recent Portuguese legislation has opened up the possibility for co-operatives to be involved in the health service sector.

**Information and communication:**

Two regular issues and one special issue of the IHCO Newsletter were published in 2002. The first issue focused on the World Health Assembly; the second was widely circulated at the ICA Regional Assembly for Europe and the special issue was devoted to IHCO's relationship with WHO entitled, "IHCO and WHO: Partners in health promotion".

**Regional Activities**

IHCO held a number of activities in the Asia-Pacific region centred around a well-functioning regional committee led by the Japanese health co-operative organisation.

**ICA Housing**

**Chairperson:** Jens Heiser (Germany)  
**Secretary:** Gabriella Sozanski (ICA)

ICA Housing has 37 member organisations from 31 countries with 26% of organisations affiliated to ICA.

A workshop on privatisation of state-owned housing stock was held in London with the participation of Members of Parliament and the active support of the Confederation of Co-operative Housing in the United Kingdom. The workshop featured best practices.

A successful joint seminar was held in Lisbon on "People with Special Needs". The seminar was co-organised with the ICA Gender Equality Committee. Speakers addressed the issues of special needs from a gender perspective.

A European Consortium was established including organisations for development assistance in housing. Pooling forces and a more co-ordinated action are the most efficient way of creating a better future for those in need.

ICA Housing also assisted in the preparation of and participated in an International Colloquium jointly organised by UN HABITAT, UNECE and ICA in Ankara (Turkey). The theme of the meeting was the "Contribution of the co-operative sector to housing development". A special focus was laid on promoting housing development in Central and Eastern European countries. The proceedings of the colloquium are available on the web: [www.unhabitat.org/programmes/housingpolicy/publications\\_co-operative.asp](http://www.unhabitat.org/programmes/housingpolicy/publications_co-operative.asp)

ICA Housing has also engaged in discussions on how to collaborate in European Union funded training programmes which are to be provided for different levels of housing co-operative membership.

Finally, in 2002 ICA Housing published two issues of the ICA Housing Newsletter. The Newsletter reflected the major activities of ICA Housing and its members.

## **International Co-operative and Mutual Insurance Federation (ICMIF)**

**Chairperson:** Jean-Louis Bancel (France)

**Chief Executive:** Hans Dahlberg (Sweden)

The ICMIF has functioned for 10 years in its current form. Following the decision of the 2002 Tokyo conference, ICMIF entered a new phase in its development by increasing the activities and services available to members. Since then, membership has increased by almost 100%. Today, ICMIF members represent about 7% of the world premium income. This strength is reflected in the interest of the world reinsurance market in establishing business relations with ICMIF and its members. ICMIF is also active in lobbying with its clearly heard voice in places such as the European Union.

The ICMIF website, which has undergone a critical rebuild, gives a continuous update on completed and ongoing activities. These are, to name but a few:

1. Updating the study on Valuing Our Mutuality. ICMIF analysis highlights the difference in performance between co-operative/mutual insurers and stock companies.
2. Restructuring the ICMIF development work unit by bringing together the technical assistance and financial support functions under one banner – Allnations. Examples of recent assignments include:
  - Assisting in drafting legal rules for co-operative and mutual insurance in Russia.
  - Collaboration with the Social Finance programme of ILO in identifying Good and Bad Practices in micro-insurance.
3. Strengthening the ICMIF presence as a knowledge hub; encompassing training, global networks for professional staff of member organisations, arranging joint projects and research and receiving long-term secondees. Some examples are:
  - The 4<sup>th</sup> annual management course was held.
  - Over 1000 managers have now gone through the ICMIF business simulation programmes, which are available in several languages.
  - Network meetings are arranged for professionals responsible for pension, investment, marketing and distribution, claims, information technology and insurance intelligence.

## **International Association of Tourism Co-operatives (TICA)**

**Chairperson:** Maurizio Davolio (Italy)

The TICA Network continued its coordinating activities in 2002. The co-ordinator, Maurizio Davolio, maintained contact with the Network's membership mostly by e-mail and kept them informed about initiatives and activities as well as responding to queries and proposals. Collaboration with the ICA offices and in particular the Head Office in Geneva has also been good over the year.

Together with other operators, the TICA Coordinator participated in the World Congress on Social Tourism held in Mexico City. Two Network members, Mr Davolio and Leyla Solano of Cooprena in Costa Rica presented papers at the Congress and illustrated the role of the co-operative in tourism and the experience acquired in Europe, Asia and the Americas.

Another important event was the Forum on Social Tourism held at Zakopane (Poland) which was jointly organised by BITS, IAST, TICA and the Polish organisation FWP. The Forum attracted a significant number of tourism organisations including many co-operatives. The business workshop was also a success. The TICA Coordinator presented a paper.

TICA's collaboration with the Bureau International du Tourisme Social (BITS) as well as with the International Association of Social Tourism (IAST) has been of significant importance. The TICA co-ordinator has a seat on the BITS Board of Directors and the Executive Committee and participated in the meetings of these bodies. TICA was also included in BITS information materials including their Newsletter, Bulletin and annual issue of *Who's Who*.

Finally, the TICA coordinator further participated in UNAT in Paris and delivered a speech at the Foreign Ministry on the theme of responsible social tourism highlighting the experience of six Italian tourism co-operatives and numerous co-operatives in the Americas and Asia.

### **International Organisation Of Industrial, Artisanal and Service Producers' Co-operatives (CICOPA)**

**Chairperson:** Marian Rybar (Slovakia)  
**Secretary:** Bruno Roelants

The Executive Committee of CICOPA held its statutory meeting in Geneva on 14 June 2002. Members focused on information from the 90th General Conference of ILO and on the issue of a revised Recommendation on Co-operatives. CICOPA members played active role in the ILO Conference with representatives in attendance from Slovakia, Czech Republic, Egypt, Japan, and the Philippines.

The Executive Committee, deliberating on the question of CICOPA secretariat, appointed Mr Bruno Roelants, long-time consultant of development programmes, as the Secretary of CICOPA. Another important decision was related to the preparation of short and medium-term strategic documents.

Producer and artisanal co-operatives met in Mauritius in conjunction with the ICA Regional Assembly for Africa. The meeting was attended by representatives of Ministry of Trade and Co-operation and National Agency for the Promotion of Handicraft Industries who expressed interest in establishing closer co-operation with CICOPA. Participants outlined their expectations from CICOPA activities by means of filling in a questionnaire.

In the Americas, the CICOPA regional committee evaluated its activities during the period 1997-2002. Members re-elected Walter Tesch as President of CICOPA-Americas and decided divide the Region into four sub-regions as a means to improve coordination. Four Vice-Presidents were appointed to manage the activities of each sub-region.

North America: April Bourgeois, Canada  
Central America and Caribbean: Jorge Chavez, Costa Rica  
Andes: Clemente Jaimes, Colombia  
Southern Cone: Walter Rivero

The Assembly of CICOPA-Americas also proposed that the CICOPA World Conference (Oslo, 2003) focus on the topic, “General Declaration of Identity of Worker Co-operatives”.

The major event of the European Region was the “First European Conference on Social Economy in Central and Eastern Europe”, organised by CECOP–CICOPA-Europe. Held on 24-25 October, 2002 in Prague, the meeting brought together over 700 persons from all over Europe, most of whom are involved in co-operative and social economy organisations. Participants included the ICA President, several ministers, high ranking government officials as well as officials from the European Commission, the European Economic and Social Committee, the European Parliament, and the Committee of Regions. Seven different workshops were held on international co-operation, local development, social dialogue, academic research etc. A number of proposals were made to the European and national authorities on the development of the social economy. More information is available at: [www.cecop.org](http://www.cecop.org)

Based on member input, CICOPA has drafted a “Strategic Document of CICOPA” outlining the main policy lines for CICOPA’s development. The document will be submitted to the CICOPA General Assembly for approval in September 2003 in Oslo (Norway).

In 2002 CICOPA welcomed the following organisations into membership: Mongolian Federation of Industrial Co-operatives, Korean Federation of Worker Co-operatives, and Kaakbay Entre Co-operative from the Philippines.

## **ICA Specialised Committees**

### **ICA Communications Committee (ICACC)**

**Chairperson:** Poul Dines (Denmark)

**Secretary:** ICA

Activities in the year 2002 focused on establishing a new frame for the future work of ICACC. The Committee will be seeking to work together with the other bodies of ICA; contribute to the fulfilment of ICA aims as formulated in standing ICA Rules and Orders; improve the professional competence, effectiveness and understanding of the people with responsibility for co-operative media.

Due to short resources at the head office of ICA that did not enable a full-time secretary to the Committee to be appointed, activities have been reduced to an exchange of experiences between members. In future it hopes to address issues such as how to deal with the new information technology, how to assist ICA members to improve their communication and internet strategy and how to develop new strategies to reach a broader audience.

### **ICA Gender Equality Committee (ICA GEC)**

**Chairperson:** Vanda Guiliano (Italy)

**Secretary:** Maria Elena Chavez (ICA)

The major item of work for the Committee continues to be promoting the gender equality agenda within the ICA and Co-operative Movement.

The Committee continued to follow-up the implementation of the ICA Gender Strategy and held a joint seminar with ICA Housing "Housing and Services for Special Needs" during the ICA European Regional Assembly in Lisbon (8 October 2002). The seminar focused not only on the special needs of a variety of groups including women, but also on how women can contribute to making housing co-operatives more responsive to their members. It also raised the question of how to make housing co-operatives more attractive to potential new members. Issues of housing design, functionality, and governance issues were among the areas touched upon.

The Committee also sent reminders to the ICA Regional Directors that the ICA Gender Strategy called for gender-balanced representation in ICA meetings including in the Regional Assemblies.

Awareness raising on gender issues was also accomplished this year with two international day messages. A joint message for International Women's Day (8 March) was issued by the Chairperson of the GEC and the ICA President which focused attention on the situation of Afghan women. In October the ICA GEC Chairperson and President also issued a message for Rural Women's Day in which it called on ICA members to invest in women's education and training as a way of contributing to poverty eradication and sustainable development.

ICA GEC continues to maintain a website at [www.ica.co-op/gender](http://www.ica.co-op/gender) to which it published messages, reports and other documents, and included links to other gender issue resources.

Finally the Committee held its statutory Executive Committee meetings in Rome and Lisbon and its Plenary in Lisbon during the ICA Regional Assembly for Europe.

### **ICA Global Human Resource Development Committee (HRD)**

**Chairperson:** Yehudah Paz (Israel)  
**Secretary:** Jan-Eirik (ICA)

In early 2000, the Global HRD Committee began discussions on appropriate methods and modes of furthering co-operative HRD through the development of a global co-operative learning centre. Following the decision to move towards the creation of a global co-operative learning centre (CLC), it was agreed that a design of a portal website should be developed as the first stage in this project. Initial work towards the creation of this portal website was undertaken by the Co-operative College of the United Kingdom with the financial support of the ILO Co-operative Branch. The first stage was envisioned as the creation of a data storage and search mechanism.

The portal website design chosen was that of a flower whose petals would represent the various sub-sections through which it will be possible to access specific topics and information. Seven such petal sub-sections were identified: training institutions, educational and training programmes, research, case studies, library, bookshop, and youth. It was further agreed to work towards the replication of this design in languages other than English in so far as this is possible. The entire system should be designed so as to provide easy access to all its parts as well as appropriate cross linkages.

The design of the portal website was presented to the ICA Board which gave its warm approval and to a plenary session of the ICA General Assembly held in Seoul, Korea in

October 2001. The HRD Committee was commended on its initiative and encouraged to proceed with its efforts to develop the CLC.

Contacts have since been made with various co-operative bodies in regard to their potential contribution to the project. The Co-operative College UK initially undertook responsibility for the training institutions petal and have now also agreed to deal with the training and educational programmes petal as well. Initial steps include the production of a list of hyperlinks to all relevant and appropriate training institutions and programmes. Co-operative institutions and bodies have been contacted with the view of gaining their active support and participation in setting up the various “petals” and the above-mentioned language formats.

### **ICA Committee on Co-operative Research (ICACCR)**

**Chairperson:** Akira Kurimoto  
**Secretary:** Patricia Vaucher (ICA)

#### **International Co-operative Research Conference in Naoussa in 2002**

On 9-12 May 2002 the ICA International/European Research Conference was held in Naoussa (Greece) under the general theme, “Local Society and Global Economy: The Role of Co-operatives”. The Technological Educational Institute (TEI) of West Macedonia hosted the conference. It was the first time that an ICA Research Conference was held in South-Eastern Europe. The response to this conference was remarkable with more than 70 participants from 26 countries. Following the opening speeches, Prof. Ian MacPherson presented a keynote address entitled, “What might be done should be done: A Proposal for research on co-operatives and the New Economy”, after which 49 papers were presented in three concurrent workshops. The conference also hosted the CIRIEC Working Group meeting on 11 May. The proceedings of the conference will be published on a website hosted by TEI.

#### **International Co-operative Studies Register launched in 2002**

The British Columbia Institute for Co-operative Studies of Canada launched the International Co-operative Studies Register in 2002. This is a new online database of researchers and co-operative publications. This site is a joint venture between the British Columbia Institute for Co-operative Studies and its partners: the Australian Centre for Co-operative Research and Development; the Center for Co-operatives of the University of Wisconsin; Consumer Co-operative Institute of Japan; the ICA and the United Kingdom Society for Co-operative Studies. The purpose of the Registry is to help researchers and practitioners learn what research is being done on co-operatives around the world and to provide a forum for discussion.

#### **Review of International Co-operation**

The ICA Research Committee annually selects and submits papers from each of its conferences for publication in ICA’s *Review of International Co-operation*. The last issue of the *Review* included a selection of papers from the Committee’s regional conferences.



INDEPENDENT AUDITOR'S REPORT

WITH FINANCIAL STATEMENTS

Year ended December 31, 2002

**INTERNATIONAL CO-OPERATIVE ALLIANCE**



INTERNATIONAL CO-OPERATIVE ALLIANCE  
FINANCIAL STATEMENTS  
DECEMBER 31, 2002

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To the Members of  
**INTERNATIONAL CO-OPERATIVE ALLIANCE, Geneva, Switzerland**

Geneva, June 16, 2003

### **Independent auditors' report**

We have audited the accompanying balance sheet of International Co-operative Alliance as of December 31, 2002, and the related statements of revenues and expenses, cash flows and changes in funds and reserves for the year then ended (pages 4 to 16). These financial statements are the responsibility of the management of the International Co-operative Alliance. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements present fairly, in all material respects, the financial position of International Co-operative Alliance as of December 31, 2002 and the results of its operations and its cash flows for the year then ended, in accordance with International Financial Reporting Standards (IFRS).

Ernst & Young Ltd

Mark Hawkins  
UK Chartered Accountant  
(auditor in charge)

Marylin Mermod  
Swiss Expert-Comptable Diplômé

### **Enclosures:**

- Financial statements (balance sheet, statement of revenues and expenses, statement of changes in funds and reserves, statement of cash flows, and notes)

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## BALANCE SHEET

December 31, 2002

	<u>Notes</u>	<u>31.12.2002</u>	<u>31.12.2001</u>
		CHF	CHF
<b>Assets</b>			
<i>Current assets</i>			
Cash and cash equivalents	3	1'662'276	3'416'861
Accounts receivable		337'725	516'225
Prepaid expenses and other assets	4	217'482	139'215
<i>Total current assets</i>		<u>2'217'483</u>	<u>4'072'301</u>
<i>Non current assets</i>			
Tangible fixed assets, net	5	23'605	24'583
Intangible fixed assets, net	6	64'145	54'666
Deposits and guarantees	7	26'310	25'874
<i>Total non current assets</i>		<u>114'060</u>	<u>105'123</u>
<i>Total assets</i>		<u>2'331'543</u> =====	<u>4'177'424</u> =====
<b>Liabilities, Funds and Reserves</b>			
<i>Liabilities</i>			
Membership organisation creditors		390'002	321'126
Accounts payable and accruals		504'612	659'464
Provisions	8	-	233'313
Deferred development support		738'435	1'658'764
Deferred membership fees		282'744	1'903'620
<i>Total liabilities</i>		<u>1'915'793</u>	<u>4'776'287</u>
<i>Funds and reserves</i>			
Accumulated deficit	9	(634'922)	(80'138)
Net income / (deficit) for the year		1'253'444	(648'017)
Cumulative exchange difference		(202'772)	129'292
<i>Total funds and reserves</i>	9	<u>415'750</u>	<u>(598'863)</u>
<i>Total liabilities, funds and reserves</i>		<u>2'331'543</u> =====	<u>4'177'424</u> =====

See accompanying notes.

## **IIINTERNATIONAL CO-OPERATIVE ALLIANCE**

### **STATEMENT OF REVENUES AND EXPENSES**

For the year ended December 31, 2002

	<u>Notes</u>	<u>2002</u>	<u>2001</u>
		CHF	CHF
<b><u>Revenues</u></b>			
Subscriptions		2'780'511	2'549'053
Financial income		7'996	77'885
Publications and services		103'768	64'928
Other income		624'501	428'784
<i>Total Head Office operational revenues</i>		<u>3'516'776</u>	<u>3'120'650</u>
Head Office - development		209'262	444'095
Europe		-	83'287
Asia & the Pacific		1'206'526	1'673'948
East, Central & Southern Africa		77'710	411'257
West Africa		94'778	271'270
The Americas		232'105	816'797
<i>Total direct development support</i>		<u>1'820'381</u>	<u>3'700'654</u>
<i>Total revenues</i>		5'337'157	6'821'304
<b><u>Expenses</u></b>			
Personnel expenses		(2'035'371)	(2'814'467)
Travel expenses		(725'717)	(1'099'852)
Premises expenses		(251'897)	(327'652)
Office expenses		(380'929)	(485'008)
Outside services		(558'165)	(906'449)
Development support		(347'810)	(758'977)
Meeting and conference expenses		(95'798)	(402'225)
Depreciation and amortization		(116'132)	(107'326)
Financial and other expenses		(106'991)	(92'958)
Exchange loss		(29'640)	(77'572)
<i>Total expenses</i>		<u>(4'648'450)</u>	<u>(7'072'486)</u>
<i>Operating income/(deficit) for the year</i>		688'707	(251'182)
		=====	=====
Exceptional expenses	11	-	(396'835)
Special contribution	10	564'737	-
<i>Net income/(deficit) for the year</i>		<u>1'253'444</u>	<u>(648'017)</u>
		=====	=====

See accompanying notes.

**INTERNATIONAL CO-OPERATIVE ALLIANCE**  
**STATEMENT OF CHANGES IN FUNDS AND RESERVES** (all expressed in CHF)

For the year ended December 31, 2002

	Accumulated deficit	Net income / (deficit) for the year	Development Trust Fund	General Reserve	Cumulative exchange difference	<b>Total Funds and Reserves</b>
Balances at January 1, 2001	(163'821)	(1'194'351)	50'000	1'278'034	-	(30'138)
Reversal previous year net deficit	(1'194'351)	1'194'351	-	-	-	-
Operating (deficit) for year	-	(251'182)	-	-	-	(251'182)
Exceptional expenses for year	-	(396'835)	-	-	-	(396'835)
Cumulative exchange difference	-	-	-	-	129'292	129'292
Reclassification of general reserve	1'278'034	-	-	(1'278'034)	-	-
Utilization of Trust Fund for year	-	-	(50'000)	-	-	(50'000)
Balances at December 31 2001	(80'138)	(648'017)	-	-	129'292	(598'863)
Balances at January 1, 2002	(80'138)	(648'017)	-	-	129'292	(598'863)
Change in combination perimeter (note 9)	(36'059)	-	-	-	-	(36'059)
Restated balance at January 1, 2002	(116'197)	(648'017)	-	-	129'292	(634'922)
Reversal previous year net deficit	(648'017)	648'017	-	-	-	-
Operating income for year	-	688'707	-	-	-	688'707
Special contributions	-	564'737	-	-	-	564'737
Cumulative exchange difference	129'292	-	-	-	(332'064)	(202'772)
<b>Balances at December 31 2002</b>	<b>(634'922)</b>	<b>1'253'444</b>	<b>-</b>	<b>-</b>	<b>(202'772)</b>	<b>415'750</b>
	=====	=====	=====	=====	=====	=====

*See accompanying notes.*

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## STATEMENT OF CASH FLOWS

For the year ended December 31, 2002

	<u>2002</u>	<u>2001</u>
	CHF	CHF
<b>Cash flows from operating activities</b>		
Net income / (deficit) of the year	688'707	(251'182)
Depreciation and amortization	116'132	107'326
(Decrease) / increase in provisions	(233'313)	233'313
<i>Operating income / (deficit) before working capital changes</i>	571'526	89'457
Decrease in accounts receivable	178'500	80'142
(Increase) / decrease in other receivables and prepaid expenses	(78'267)	146'991
(Increase) / decrease in deposits and guarantees	(436)	13'241
Increase in membership organisation creditors	68'876	34'188
(Decrease) in accounts payable and accruals	(154'852)	(145'658)
(Decrease) in deferred development support	(920'329)	(73'417)
(Decrease) / increase in deferred membership fees	(1'620'876)	1'903'620
<i>Cash flows before exceptional items</i>	(1'955'858)	2'048'564
Exceptional expenses	-	(396'835)
<i>Net cash generated (used in) / from operating activities</i>	(1'955'858)	1'651'729
<b>Cash flows from investing activities</b>		
Net additions of fixed assets	(64'857)	(8'312)
Net additions of intangible assets	(59'776)	(65'309)
Change in combination perimeter	(36'059)	-
Investments cashed	-	955'136
<i>Net cash (used in) / generated from investing activities</i>	(160'692)	881'515
<b>Cash flows from financing activities</b>		
Special contribution	564'737	-
Decrease of the Development Trust Fund	-	(50'000)
<i>Net cash generated from / (used in) financing activities</i>	564'737	(50'000)
<b>Net (decrease) / increase in cash and cash equivalents</b>	(1'551'813)	2'483'244
Cumulative exchange difference	(202'772)	129'292
<b>Cash and cash equivalents at beginning of year</b>	3'416'861	804'325
<b>Cash and cash equivalents at end of year (note 3)</b>	1'662'276	3'416'861
	=====	=====

See accompanying notes.

# **INTERNATIONAL CO-OPERATIVE ALLIANCE**

## **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

### **Note 1 - Status and objectives**

The International Co-operative Alliance ("the ICA") is an independent, non-governmental organisation, which unites, represents and serves co-operatives worldwide. The ICA was founded in 1895. The ICA has more than 230 member organisations from over 100 countries, representing more than 760 million individuals worldwide. In 1946, the ICA was one of the first non-governmental organisations to be accorded United Nations Consultative Status. Today it holds general category Consultative Status with the UN Economic and Social Council (ECOSOC).

The ICA is composed of one Head Office and five Regional Offices ("branches"):

Head Office	Geneva, Switzerland
Regional Offices:	
Europe	Geneva, Switzerland
Asia and the Pacific	New Delhi, India
East, Central & Southern Africa	Nairobi, Kenya
West Africa	Ouagadougou, Burkina Faso
The Americas	San Jose, Costa Rica

The ICA is organised as an association, corporate body regulated by Articles 60-79 of the Swiss Civil Code. As of December 31, 2002, the ICA employed 27 staff (2001: 32 staff), from which 8 staff (2001: 12 staff) are employed by the Head Office. The ICA has the following objectives:

- (a) to promote the world co-operative movement, based upon mutual self-help and democracy;
- (b) to promote and protect co-operative values and principles;
- (c) to facilitate the development of economic and other mutually beneficial relations between its member organisations;
- (d) to promote sustainable human development and to further the economic and social progress of people, thereby contributing to international peace and security;
- (e) to promote equality between men and women in all decision-making and activities within the co-operative movement.

The President of the ICA and the Director General authorized these financial statements for issuance on June 16, 2003.



## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

#### **Note 2 - Summary of significant accounting policies**

The accounting policies have been consistently applied by the ICA and are consistent with those used in the previous year. Certain prior year balances have been reclassified in order to comply with the current year financial statements presentation.

##### **a. Accounting convention**

These financial statements have been prepared under the historical cost convention in Swiss Francs. The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board ("IASB"), up to and including IAS 41, and interpretations issued by the International Financial Reporting Interpretations Committee of the IASB.

##### **b. Fund and reserve accounting**

To ensure observance of limitations and restrictions placed on the use of resources available to the ICA, the accounts of the ICA are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purposes.

##### **c. Foreign currency translation**

The accounting records of the Head Office are maintained in Swiss Francs (CHF). All transactions in foreign currencies are translated into Swiss Francs at the rate prevailing at the date of the transaction. Monetary assets and liabilities in other currencies remaining at the balance sheet date are translated at the appropriate year end rate. Any differences arising on the year-end translation are recognised in the statement of revenues and expenses.

The assets and liabilities of Regional Offices are translated at the rate of exchange ruling at the balance sheet date. The statement of revenues and expenses of Regional Offices are translated at weighted average exchange rates for the year. As the Regional Offices can be classified as foreign entities, the exchange differences arising on the year-end translation are taken directly to equity.

##### **d. Revenue recognition**

In common with many non-profit making organisations, the ICA follows the cash receipts method for the recognition of members' subscriptions and supplementary revenues. Other revenues including bank revenues and revenues from publications and services are recorded on an accrual basis. All expenses are accounted for on an accrual basis.

Receipts of funds donated for specific purposes are not reported as revenues until the resources are expensed for the purpose specified. Until then, they are reported as deferred development support.

## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

#### **Note 2 - Summary of significant accounting policies (continued)**

##### **e. Tangible fixed assets**

Tangible fixed assets acquired by the ICA are capitalised at cost and depreciated according to the straight-line method over the estimated useful life of the asset as follows:

Office equipment	3 to 4 years
Motor vehicles	3 years

##### **f. Intangible fixed assets**

Intangible fixed assets are stated at cost and amortized using the straight-line method over the estimated period during which benefits are expected to be received as follows:

Computer systems	3 years
Trademark	3 years

The carrying amounts are reassessed at each balance sheet date and if necessary are written down to their estimated recoverable values.

##### **g. Pension plans**

Certain officers and employees of the ICA are covered by several separate contributory pension plans or their equivalent in the Regional Offices. The contributions are calculated according to the respective pension plan regulations and local laws. The ICA's pension contributions in the year ended December 31, 2002 amounted to CHF 105'507 (2001 CHF 162'428), and are expensed as such contributions become due.

##### **h. Income tax**

In Switzerland, the ICA has the status of an association organised as a corporate body regulated by the Swiss Civil Code in Articles 60-79 and, as such, is not subject to Swiss income tax.

Under the terms of an agreement between the ICA and the Governments of Kenya and Burkina Faso, the East, Central & Southern Africa regional office and the regional office for West Africa are exempt from tax. Due to its non-profit making activities in India and Costa Rica, the ICA is not subject to local taxation in those countries.

## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

#### **Note 3 - Cash and cash equivalents**

Cash and cash equivalents in the statement of cash flows consists of cash in hand, bank current accounts and short-term deposits. The ICA considers cash and all liquid investments with an initial maturity of three months or less to be cash equivalents

	<u>31.12.2002</u>	<u>31.12.2001</u>
	CHF	CHF
Current accounts	1'628'891	3'403'721
Short-term deposits	33'385	13'140
	<u>1'662'276</u>	<u>3'416'861</u>
	=====	=====

#### **Note 4 – Prepaid expenses and other assets**

	<u>31.12.2002</u>	<u>31.12.2001</u>
	CHF	CHF
Staff advances	21'793	17'574
Other receivables not related to development projects	24'417	24'661
Prepaid expenses	171'272	96'980
	<u>217'482</u>	<u>139'215</u>
	=====	=====

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## NOTES TO THE FINANCIAL STATEMENTS

December 31, 2002

### Note 5 – Tangible fixed assets

	Motor vehicles	Office equipment	Total
	CHF	CHF	CHF
<b>Cost</b>			
Balance at December 31, 2000	200'664	671'031	871'695
Additions	-	17'913	17'913
Disposals	(17'880)	(128'348)	(146'228)
Balance at December 31, 2001	182'784	560'596	743'380
Additions	-	65'159	65'159
Disposals	-	(6'462)	(6'462)
Balance at December 31, 2002	182'784	619'293	802'077
	=====	=====	=====
<b>Depreciation</b>			
Balance at December 31, 2000	154'578	604'163	758'741
			-
Charge for the year	29'619	67'064	96'683
Disposals	(17'880)	(118'747)	(136'627)
Balance at December 31, 2001	166'317	552'480	718'797
Charge for the year	-	65'833	65'833
Disposals	-	(6'160)	(6'160)
Balance at December 31, 2002	166'317	612'153	778'471
	=====	=====	=====
<b>Net book value</b>			
At December 31, 2002	16'467	7'140	23'605
	=====	=====	=====
At December 31, 2001	16'467	8'116	24'583
	=====	=====	=====

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## NOTES TO THE FINANCIAL STATEMENTS

December 31, 2002

### Note 6 – Intangible fixed assets

	Computer systems	Trademark	Total
	CHF	CHF	CHF
<b>Cost</b>			
Balance at December 31, 2000	-	-	-
Additions	-	65'309	65'309
Balance at December 31, 2001	-	65'309	65'309
Additions	96'218	-	96'218
Disposals and write-offs	-	(65'309)	(65'309)
Balance at December 31, 2002	96'218	-	96'218
	=====	=====	=====
<b>Depreciation</b>			
Balance at December 31, 2000	-	-	-
Charge for the year	-	10'643	10'643
Balance at December 31, 2001	-	10'643	10'643
Charge for the year	32'073	18'224	50'297
Disposals and write-offs	-	(28'867)	(28'867)
Balance at December 31, 2002	32'073	-	32'073
	=====	=====	=====
<b>Net book value</b>			
At December 31, 2002	64'145	-	64'145
	=====	=====	=====
At December 31, 2001	-	54'666	54'666
	=====	=====	=====

## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

#### **Note 7 - Deposits and guarantees**

Deposits and guarantees represent rental deposits made in relation to premises lease engagements, transport and certain employees accommodation.

#### **Note 8 - Provisions**

	31.12.2001	Additions	Utilization	Reversal	31.12.2002
	CHF	CHF	CHF	CHF	CHF
Provision for litigation	150'000	-	(17'216)	(132'784)	-
Other provisions	83'313	-	(83'313)	-	-
	233'313	-	(100'529)	(132'784)	-
	=====	=====	=====	=====	=====

A reserve of CHF 150,000 was created in 2001 to cover the exposure to litigation from former employees. This reserve includes all related legal fees. The reserve was classified as exceptional expense in the statement of revenues and expenses. The case was won by the ICA during the year 2002.

#### **Note 9 - Accumulated deficit**

At December 31, 2001, the project of office of Buenos Aires, Argentina (POBA) was included in the financial statements of the Alliance. POBA is independent from the Alliance and therefore is not included in the present financial statements. Impact on the accumulated deficit as of January 1, 2002 is the following:

	CHF
Total Funds and Reserves, December 31, 2001	(598'863)
Change in combination perimeter	(36'059)
Accumulated deficit, January 1, 2002	(634'922)
	=====

#### **Note 10 - Special contributions**

At December 31, 2001, the ICA's total liabilities exceed its total assets. During the year 2002 certain members of the ICA made special contributions totalling CHF 564,737 in order to improve the ICA's financial situation. These special contributions are not refundable and have not been allocated for a specific purpose. These special contributions have been classified as "special contributions" in the statement of revenues and expenses.

## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

#### **Note 11 – Exceptional expenses**

A reserve of CHF 150,000 was created in 2001 in order to cover the exposure to litigation from ex-employees. This reserve includes all legal fees related to those litigations. The reserve was classified as exceptional expense in the statement of revenues and expenses.

During the year 2001, it was determined that some receivables for a total amount of CHF 246,835 would not be recoverable. The main parts of these receivables were related to some expenses, which it was not clearly defined with the donors as a recoverable expense. The poor documentation of these expenses contributes to the incapability of the Alliance to recover the expenses from the donors and obliged the Alliance to writ off all receivables related.

The total of the write off was classified under the exceptional expenses and the repartition of the write off by donors and locations is described as follows (in CHF):

ROWA – Swedish Co-operative Centre	32,636
Head Office - Swedish Co-operative Centre	24,119
Head Office – Domus Trust	37,618
Head Office – Olof Palme Centre	25,828
Head Office – National Association of Consumer Co-operatives	15,111
Head Office – Others	40,095
ROAP – Other receivables	71,428
	<hr/>
Total of write off	246,835
	<hr/>

#### **Note 12 - Commitments**

At December 31, 2002, the ICA is committed with respect to rental agreements for an amount of CHF 69,893.

## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

#### **Note 13 - Financial instruments**

Financial assets of the ICA include cash and cash equivalents and accounts receivable. Financial liabilities include membership organisation creditors and accounts payable. Accounting policies for financial assets and liabilities are set out in Note 2.

a) Credit risk

The ICA's maximum exposure to credit risk in relation to cash and cash equivalents and accounts receivable is the carrying amount of those assets as indicated in the balance sheet. The ICA places its available cash with several financial institutions to mitigate the risk of material loss in this regard from any financial institution. The budgetary process constitutes for the ICA a good measure to reduce the risk of recoverability of partner funds. As a result of these measures, management does not believe significant credit risk exists in relation to its receivables at December 31, 2002.

b) Fair value

The carrying amounts in the balance sheet for cash and cash equivalents, accounts receivable and accounts payable approximate to their fair values due to the short-term maturities of these instruments.

c) Foreign exchange risk

The ICA operates in several countries and, as a result, is exposed to the fluctuations in foreign currency exchange rates. The foreign currency risk is primarily limited to the financial assets and liabilities in foreign currencies of the Regional Offices and is closely monitored by the management. The ICA does not hedge its exposure to foreign currency fluctuations.



## **INTERNATIONAL CO-OPERATIVE ALLIANCE**

### **NOTES TO THE FINANCIAL STATEMENTS**

December 31, 2002

As part of the implementation of project accounting during 2002, the ICA separates its core activities from its development activities. Revenues and expenses per activity are as follows:

	<u>2002</u>
	CHF
<b>Income</b>	
Subscriptions	2'780'511
Meeting revenues	323'309
Administrative contributions	239'929
Expense cover, projects	88'277
Financial income	7'996
Other revenues	248'405
<i>Total income</i>	<u>3'688'427</u>
<b>Expenses</b>	
Personnel expenses	(1'774'428)
Travel expenses	(170'799)
Premises expenses	(246'590)
General and administrative expenses	(35'886)
Printing & distribution	(58'847)
IT & telecom expenses	(103'030)
External services	(194'360)
Meeting expenses	(159'613)
Financial expenses	(8'702)
Depreciation	(116'132)
Currency losses	(34'466)
Support to SB & PO	(27'278)
Other expenses	(56'339)
<i>Total expenses</i>	<u>(2'986'470)</u>
<b>Profit from operations</b>	701'957
	=====
<b>Development activity</b>	
Development funds	1'680'738
Projects support	(1'693'988)
<b>Result from development activity</b>	<u>(13'250)</u>
	=====
<i>Special financial contribution</i>	564'737
<b>Net profit (loss) for the year</b>	<u>1'253'444</u>
	=====

# INTERNATIONAL CO-OPERATIVE ALLIANCE

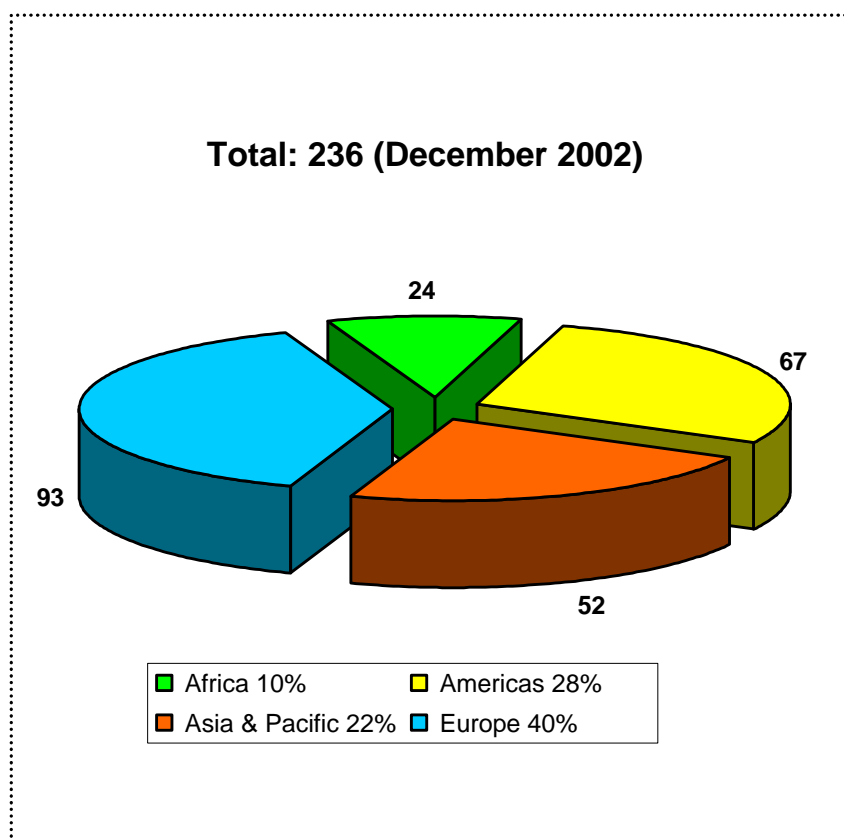
## FUNDS AND RESERVES PER REGION

December 31, 2002

	Regional office Funds					Head Office Funds and Reserves			Total Funds and Reserves
	Asia and the Pacific	East, Central and Southern Africa	West Africa	The Americas	Europe	Balance of Activity	Development Trust Fund	General Reserve	
Balances at January 1, 2001	(259'588)	29'785	(51'242)	(390'849)	91'330	(777'608)	50'000	1'278'034	(30'138)
Ordinary (deficit) / surplus for year	(156'431)	(89'199)	(64'995)	(358'054)	(266'168)	633'665	-	-	(301'182)
Support to regional offices by HO	55'000	80'000	60'000	273'016	360'000	(828'016)	-	-	-
Cumulative exchange difference	133'062	5'178	(2'567)	(6'381)	-	-	-	-	129'292
Exceptional expenses for year	(71'428)	-	-	-	-	(325'407)	-	-	(396'835)
Reclassification of General Reserve	-	-	-	-	-	1'278'034	-	(1'278'034)	-
Utilization of Trust Fund for year	-	-	-	-	-	50'000	(50'000)	-	-
Balances at December 31 2001	(299'385)	25'764	(58'804)	(482'268)	185'162	30'668	-	-	(598'863)
Balances at January 1, 2002	(299'385)	25'764	(58'804)	(482'268)	185'162	30'668	-	-	(598'863)
Change in combination perimeter (note 9)	-	-	-	(36'059)	-	-	-	-	(36'059)
Restated balance at January 1, 2002	(299'385)	25'764	(58'804)	(518'327)	185'162	30'668	-	-	(634'922)
Special contributions	-	-	-	-	-	564'737	-	-	564'737
Ordinary (deficit) / surplus for year	50'799	(107'214)	(155'451)	(142'287)	(79'714)	1'122'574	-	-	688'707
Support to regional offices by HO	78'496	80'000	60'000	65'088	176'416	(460'000)	-	-	-
Cumulative exchange difference	(166'690)	(10'793)	(2'090)	(23'199)	-	-	-	-	(202'772)
Balances at December 31 2002	(336'780)	(12'243)	(156'345)	(618'725)	281'864	1'257'979	-	-	415'750

## ICA Members

<b>Total Number of Members</b>	<b>236</b>
National Members	226
International Members	4
Associate Members	6



### ICA Member Organisations by Region (ICA members are present in 95 countries)

Africa:	24
America:	67
Asia & the Pacific:	52
Europe:	93

# ICA Members

## NATIONAL MEMBERS

### Argentina

Confederación Cooperativa de la Republica Argentina (COOPERAR)

Confederación Intercooperativa Agropecuaria (CONINAGRO)

Federación Argentina de Cooperativas de Consumo (FACC)

Federacion de Cooperativas de Tele-comunicaciones Ltda. (FECOTEL)

Instituto Movilizador de Fondos Cooperativos (IMFC)

### Armenia

Union of Consumer Societies (HAYCOOP)

### Austria

Osterreichischer Verband Gemeinnütziger Bauvereinigungen - Revisionsverband

### Azerbaijan

Central Union of Co-operatives of Azerbaijan (AZERITTIFAG)

### Bangladesh

National Co-operative Union of Bangladesh (BJSU)

### Belarus

Belarussian Republican Union of Consumer Societies

### Belgium

Arcopar S.C.

Fédération Belge des Coopératives (FEBECOOP)

OPHACO (Office des Pharmacies Coopératives de Belgique)

P&V Assurances S.C

### Benin

Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM)

Union Départementale des Producteurs du Borgou (UDP)

### Bolivia

Cooperativa de Ahorro y Crédito "Jesús Nazareno" Ltda. (CJN)

Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.)

Cooperativa Multiactiva La Merced Ltda.

Cooperativa Rural de Electrificación Ltda. (CRE)

### Bosnia-Herzegovina

Co-operative Association of Bosnia-Herzegovina

### Botswana

Botswana Co-operative Association (BOCA)

### Brazil

Aliança Cooperativista Nacional UNIMED

Confederación Nacional de Cooperativas Médicas (UNIMED)

COOP de Brasil

Organisation of Co-operatives of Brazil (OCB)

Uniway Cooperativa de Profissionais Liberais Ltda. (UNIWAY)

### Bulgaria

Central Co-operative Union (Bulgaria)

National Union of Workers Producers Co-operatives of Bulgaria

### Burkina Faso

Union Régionale des Coopératives d'Epargne et de Crédit du Bam (URCBAM)

### Canada

Canadian Co-operative Association (CCA)

Conseil Canadien de la Co-opération (CCC)

### Cape Verde Islands

Fédération Nationale des Coopératives de Consommation (FENACOOOP)

### Chile

Cooperativa de Ahorro y Crédito (COOPEUCH)

Cooperativa de Servicios de Protección Médica Particular (PROMEPART)

### China

All China Federation of Supply and Marketing Co-operatives (ACFSMC)

### Colombia

Asociación Antioqueña de Cooperativas (CONFECOOP ANTIOQUIA)

Asociación Colombiana de Cooperativas (ASCOOP)

Casa Nacional del Profesor (CANAPRO)

Confederación de Cooperativas de Colombia (CONFECOOP)

Cooperativa Médica del Valle y de Profesionales de Colombia (COOMEVA)

**Colombia**

Entidad Promotora de Salud Organismo Co-operativo (SALUDCOOP)

Seguros La Equidad Organismo Cooperativo

**Costa Rica**

Banco Popular y de Desarrollo Comunal (BPDC)

Consejo Nacional de Co-operativas (CONACOOOP)

Consorcio de Co-operativas de Consumo (CECOOP)

Federación de Cooperativas de Ahorro y Crédito de Costa Rica (FEDEAC )

**Côte d'Ivoire**

Coopérative Agricole du Département de Djiboua (COOPADJI)

Société des Coopératives Agricoles de Agboville (SCAGBO)

Union Régionale des Entreprises Coopératives de la Zone des Savanes (URECOS-CI)

**Croatia**

Co-op Federation of Croatia

**Cuba**

Asociación Nacional de Agricultores Pequeños (ANAP)

**Cyprus**

Co-operative Central Bank Ltd.

Cyprus Turkish Co-operative Central Bank Ltd.

Pancyprian Co-operative Confederation Ltd.

**Czech Republic**

Agricultural Association of the Czech Republic

Co-operative Association of the Czech Republic

**Denmark**

Coop Denmark (FDB)

Co-operative Union of Denmark (DKF)

Federation of Danish Co-operatives

**Dominican Republic**

Cooperativa Nacional de Servicios Múltiples de Los Maestros (COOPNAMA)

**Egypt (A.R. of)**

Central Agricultural Co-operative Union (CACU)

Central Housing Co-operative Union of Egypt

Central Productive Co-operative Union

Higher Institute for Agricultural Co-operation

Higher Institute of Co-operative Management Studies

**El Salvador**

Federación de Asociaciones Cooperativas de Ahorro y Crédito (FEDECACES)

**Estonia**

Central Society of Estonian Consumers Co-operatives (ETK)

Estonian Co-operative Association (ECA)

**Finland**

Finnish Consumer Co-operative Association (FCCA)

Pellervo-Confederation of Finnish Co-operatives

**France**

Confédération Générale des Sociétés Coopératives de Production (CGSCOP)

Confédération Nationale de la Mutualité, de la Coopération et du Crédit Agricoles (CNMCCA)

Confédération Nationale du Crédit Mutuel

Fédération Nationale des Coopératives de Consommateurs (FNCC)

Groupe Crédit Coopératif

Groupe National de la Coopération (GNC)

**Gambia**

Federation of Agricultural Co-operative Societies Ltd. (FACS Ltd.)

**Georgia**

Georgian National Alliance of Consumer Co-operation (TSEKAVSHIRI)

**Germany**

Deutscher Genossenschafts- und Raiffeisenverband e.V. (DGRV Berlin)

GdW Bundesverband deutscher Wohnungsunternehmen e.V (Berlin)

Gesamtverband Deutscher Konsumgenossenschaften (GDK)

**Ghana**

Ghana Co-operative Council

**Greece**

Institute of Co-operation

Panhellenic Confederation of Unions of Agricultural Co-ops. (PASEGES)

**Haiti**

Conseil National des Coopératives (CNC)

**Honduras**

Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda.

Cooperativa Mixta Mujeres Unidats Ltda. (COMIXMUL)

Fundación Finacoop

**Hungary**

Hungarian Industrial Association (OKISZ)

National Federation of Agricultural Co-operators and Producers (MOSZ)

National Federation of Consumer Co-operatives (COOP HUNGARY)

**India**

Indian Farmers Fertiliser Co-operative Ltd. (IFFCO)

Krishak Bharati Co-operative Ltd. (KRIBHCO)

National Agricultural Co-operative Marketing Federation of India (NAFED)

National Co-operative Agricultural and Rural Development Banks Fed. Ltd.

National Co-operative Consumers Federation Ltd. (NCCF)

National Co-operative Dairy Federation of India Ltd. (NCDFI)

National Co-operative Union of India (NCUI)

National Federation of State Co-operative Banks Ltd. (NAFSCOB)

National Federation of Urban Co-operative Banks and Credit Societies. Ltd. (NAFCUB)

**Indonesia**

Indonesian Co-operative Council (Dekopin)

**Iran (Islamic Rep of)**

Central Organisation for Rural Co-operatives of Iran (CORC)

Central Union of Rural Agricultural Co-operatives of Iran (CURACI)

Iran Central Chamber of Co-operative (ICC)

**Israel**

Central Union of Co-operative Societies in Israel

**Italy**

Associazione Generale Cooperative Italiane (AGCI)

Confederazione Cooperative Italiane (CONFCOOPERATIVE)

Lega Nazionale delle Cooperative e Mutue (LEGACOOP)

**Japan**

Central Union of Agricultural Co-operatives (JA-ZENCHU)

IE-NO-HIKARI Association

Japanese Consumers' Co-operative Union (JCCU)

National Federation of Agricultural Co-operative Associations (ZEN-NOH)

National Federation of Fisheries Co-operatives Associations "JF" (ZENGYOREN)

National Federation of Forest Owners Co-operative Associations (ZENMORI-REN)

National Federation of University Co-operative Associations (NFUCA)

National Federation of Workers & Consumers Insurance Co-operatives (ZENROSAI)

National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)

The Japan Agricultural News (Nihon Nogyo Shimbun)

The Japanese Workers' Co-operative Union (JWCU)

Tokyo Rodokaikan

The Norinchukin Bank

**Kazakhstan**

Union of Consumer Societies

**Kenya**

Co-operative Bank of Kenya Ltd. (CBK)

Co-operative Insurance Company of Kenya Ltd. (CIC)

**Korea (Republic of)**

Korean Federation of Community Credit Co-operatives (KFCCC)

National Agricultural Co-operative Federation (NACF)

National Credit Union Federation of Korea (NACUFOK)

National Federation of Fisheries Co-operatives (NFFC)

National Forestry Co-operatives Federation (NFCF)

**Kuwait**

Union of Consumer Co-operative Societies

**Latvia**

Latvian Central Co-operative Union (TURIBA)

**Lithuania**

Lithuanian Union of Consumer Co-operative Societies (LITCOOPUNION)

**Malaysia**

National Co-operative Organisation of Malaysia (ANGKASA)

National Land Finance Co-operative Society Ltd.

**Malta**

Apex - Organisation of Co-operatives

**Mauritius**

Mauritius Co-operative Union Ltd.

**Mexico**

Asociación Nacional de Uniones Regionales de Sociedades de Ahorro y Préstamo (ANURCO)

Caja Popular Mexicana

Confederación Nacional Cooperativa de Actividades Diversas (CNC)

Cooperativa de Vivienda y Consumo Nuestro Hogar

**Moldova (Republic of)**

Central Union of Consumers Co-operatives of the Republic of Moldova (MOLDCOOP)

**Morocco**

Office du Développement de la Coopération

**Myanmar**

Central Co-operative Society

**Nepal**

National Co-operative Federation of Nepal

**Netherlands**

National Co-operative Council for Agriculture and Horticulture (NCR)

**Norway**

Coop NKL BA

Federation of Norwegian Agricultural Co-operatives

Norwegian Federation of Co-operative Housing Associations (NBBL)

SpareBank Gruppen AS

**Pakistan**

National Co-operative Union of Pakistan

**Palestine**

Agricultural Co-operative Union (ACU)

**Paraguay**

Central Cooperativa Nacional de Ahorro y Crédito (CREDICOOP)

Confederación Paraguaya de Cooperativas (CONPACOOOP)

Cooperativa de Producción, Consumo, Ahorro y Crédito de Profesionales de Salud (COOMEICIPAR)

Cooperativa Multiactiva Medalla Milagrosa

Cooperativa Universitaria Ltda.

Federación de Cooperativas de Producción (FECOPROD)

**Peru**

Cooperativa de Ahorro y Crédito 'PETROPERU'

**Philippines**

National Confederation of Co-operatives Inc. (NATCCO)

**Poland**

National Association of Co-operative Savings and Credit Unions (NACSCU)

National Auditing Union of Workers' Co-ops (NAUWC)

National Co-operative Council

National Supervision Union of Consumer Co-operatives (SPOLEM)

**Portugal**

Confederação Nacional das Cooperativas Agrícolas e do Crédito Agrícola de Portugal (CONFAGRI)

Federação Nacional das Cooperativas de Consumo (FENACOOP)

INSCOOP - Instituto António Sérgio do Sector Cooperativo

**Puerto Rico**

Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)

Cooperativa de Ahorro y Crédito Dr. Manuel Zeno Gandia

Cooperativa de Ahorro y Crédito Lares (LARCOOP)

Cooperativa de Seguros de Vida de Puerto Rico (COSVI)

Cooperativa de Seguros Múltiples de Puerto Rico Instituto de Cooperativismo (ICOOP)

Liga de Cooperativas de Puerto Rico (LIGACOOP)

**Romania**

National Union of Consumer Co-operatives (CENTROCOOP)

Romanian National Association of Handicraft & Production Co-operatives (UCECOM)

**Russia**

Central Union of Consumer Societies (Centrosyus of Russian Federation)

Koopvneshtorg Ltd. (Co-op-Trade)

Moscow Regional Union of Consumer Societies

**Senegal**

Union Nationale des Coopératives Agricoles (UNCAS)

**Singapore**

Singapore National Co-operative Federation Ltd. (SNCF)

**Slovak Republic**

Co-operative Union of the Slovak Republic

**Slovenia**

Co-operative Union of Slovenia

**Spain**

Confederació de Cooperatives de Catalunya

Confederación de Cooperativas Agrarias de España

Confederación de Cooperativas de Euskadi

Confederación Española de Cooperativas de Trabajo Asociado (COCETA)

Federación de Cooperativas Madrileña (FECOMA)

Fundación Espriu

Unión Nacional de Cooperativas de Consumidores y Usuarios de España (UNCCUE)

**Sri Lanka**

Federation of Thrift & Credit Co-operative Societies Ltd. (SANASA)

National Co-operative Council of Sri Lanka

Sri Lanka Consumer Co-operative Societies Federation Ltd.

**Sweden**

Consumer Guilds Union (Konsumentgillesförbundet)

Federation of Swedish Farmers (LRF)

Folksam Insurance Group

HSB: Riksförbund (Union of Housing Co-operatives)

Kooperativa Förbundet (KF)

Riksborgen (Co-operative Housing Union)

**Tanzania**

Tanzania Federation of Co-operatives Ltd. (TFC)

**Thailand**

Co-operative League of Thailand

**Turkey**

Central Union of Turkish Agricultural Credit Co-operatives

National Co-operative Union of Turkey (NCUT)

Pankobirlik (Union of Sugar Beet Growers Co-operatives)

Taris Union of Agricultural Co-operative Societies

Turkish Co-operative Association

**Turkmenistan**

Union of Consumer Societies (Turkmenpotrebsoyuz)

**Uganda**

Uganda Co-operative Alliance Ltd. (UCA)

**Ukraine**

Central Union of Consumer Societies of Ukraine (UKOOPSPILKA)

**United Kingdom**

Co-operative Group (CWS) Ltd.

Co-operative Insurance Society Ltd. (CIS)

Co-operative Union

Plunkett Foundation

The Co-operative Bank plc

**Uruguay**

Asociación de Cooperativas de Inversiones y Consumo (ACAC)

Centro Co-operativista Uruguayo (CCU)

Confederación Uruguay de Entidades Co-operativas (CUDECOOP)

Co-operativa de Ahorro y Crédito de Uruguay (CAYCU)

Co-operativa Nacional de Ahorro y Crédito (COFAC)

Red Financiera Co-operativa (CONFIAR)

**USA**

ACDI/VOCA

National Co-operative Bank (NCB)

National Co-operative Business Association (NCBA)

National Co-operative Business Center

Nationwide Insurance Enterprise

**Venezuela**

Centro de Estudios Participación, Autogestión y Co-operativismo (CEPAC) (CIRIEC Venezuela)

**Vietnam**

Vietnam Co-operative Alliance (VCA)

**Yugoslavia**

Co-operative Union of Yugoslavia



## **INTERNATIONAL MEMBERS**

### **Panama**

Confederación Latinoamericana de Cooperativas de Ahorro y Crédito (COLAC)

### **Russia**

International Council for Consumer Co-operation (CONSUMINTER)

### **Thailand**

Association of Asian Confederation of Credit Unions (ACCU)

### **USA**

World Council of Credit Unions (WOCCU)

## **ASSOCIATE MEMBERS**

### **Australia**

Australian Centre for Co-operative Research & Development (ACCORD)

### **Indonesia**

Institute for Indonesian Co-operative Development Studies (LSP21)

### **Mauritania**

Terre Vivante

### **Namibia**

Co-operatives Advisory Board

### **Spain**

Confederación Empresarial Española de la Economía Social (CEPES)

### **United Kingdom**

The Northern Ireland Federation of Housing Associations (NIFHA)

## ICA Board

### ICA President

**Ivano Barberini**

Lega Nazionale delle Co-operative e Mutue (LEGACOOP), Italy

### ICA Vice-Presidents

#### Africa

**Ousseynou Dieng**

Union nationale des coopératives agricoles du Sénégal (UNCAS), Senegal

#### Americas

**Miguel Cardozo**

Cooperativa Nacional de Ahorro y Crédito (COFAC), Uruguay

**Carlos Palacino**

Saludcoop, Colombia (elected October 2002)

#### Asia/Pacific:

**Mu Li**

All China Federation of Supply and Marketing Co-operatives (ACFSMC)

#### Europe

**Lars Hillbom** (Vice President from January-October 2002, Board member October-December 2002)

Kooperativa Förbundet (KF), Sweden

**Pauline Green** (Elected October 2002, Board member January-October 2002)

Co-operatives UK

### Members

**Rahaiah Baheran**

National Co-operative Organisation of Malaysia (ANGKASA)

**Dae-kun Chung**

National Agricultural Co-operative Federation (NACF), Korea

**Jean-Claude Dettileux**

Crédit Coopératif, France

**Steinar Dvergsdal**

Federation of Norwegian Agricultural Co-operatives

**Elba Echevarria Diaz**

COOPACA

**Valentin Ermakov**

Centrosyuz of the Russian Federation

**Esther N. Gicheru**

Co-operative College of Kenya

**Mutsutami Harada**

Central Union of Agricultural Co-operatives (JA-ZENCHU), Japan

**Jens Heiser**

Bundesverband deutscher Wohnungsunternehmen e.V (GdW), Germany

**Hosea Kiplagat**

Co-operative Bank of Kenya

**Stefania Marcone**

Lega Nazionale delle Co-operative e Mutue (LEGACOOP), Italy

**David Miller**

Nationwide Mutual Insurance Company; USA

**Yehudah Paz**

Central Union of Co-operative Societies, Israel

**Sawai Singh Sisodia**

National Co-operative Union of India (NCUI)

**Glen Tully**

Canadian Co-operative Association (CCA)

**Americo Utumi**

Organização das Cooperativas do Estado de São Paulo (OCESP), Brazil

## **ICA Staff (as of 31 December 2003)**

### **ICA Head Office**

Iain Macdonald, Director-General)  
Maria Elena Chavez, Deputy Director-General  
Jan-Eirik Imbsen, Director of Development  
Guy Malacrida, Director of Finance  
Gabriella Sozanski, Director of Membership  
Vivianne Dubini, Membership and Administrative Officer  
Marie-Claude Baan, Databank Administrator  
Patricia Vaucher, Documentation Officer / Assistant to the Director-General  
Chan-Ho Choi, Agricultural Advisor

### **ICA Regional Office for East, Central and Southern Africa (ROECSA)**

Bernard Amahaya Kadasia, Regional Director  
Stephen Kayima Kiwanuka, Project Manager (Rural Finance)  
Salome Wavinya Kimeu, Administrative Assistant  
Mulei Kituta Muumbi, Driver  
James Kiruja Nyaga, Office Attendant

### **ICA Regional Office for West Africa (ROWA)**

Ada Souleymane Kibora, Regional Director  
Eugénie Philomène Djibo-Zongo, Administrative and Finance Assistant, in charge also of  
Gender and Communication  
N'Cho Essoh, Driver and Messenger

### **ICA Regional Office for the Americas (ROAM)**

Manuel Mariño, Regional Director  
Gerardo Bermúdez, Project Officer (Consumer, forestry and health sectors and regional conference)  
Alberto Mora, Project Officer (Lobby, gender, housing and workers co-operatives)  
Gabriela Montoya, Membership Officer / Assistant to the Regional Director  
Johnny Meléndez, Accountant  
Luis Alberto Alfaro, Messenger

### **ICA Regional Office for Asia and the Pacific (ROAP)**

Shil Kwan Lee, Regional Director  
B.D. Sharma, Senior Consultant  
Jiro Ito, Director, Special Programmes  
Prem Kumar, Administrative Manager and Advisor of the Japan Management Course  
K. Sethumadhavan, Planning Officer  
K. Kujreja, Finance Officer  
A.K. Taneja, Programme Officer  
P. Nair, Communication Officer  
Sabitha Venkatesan, Librarian and Documentation Officer  
Savitri Singh, Gender Programme Advisor  
Mr. Kim, Agricultural Advisor  
Neela Sharma, Receptionist