

*ANNUAL REPORT 2003*



INTERNATIONAL CO-OPERATIVE ALLIANCE



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# International Co-operative Alliance

## **Mission**

*“.....uniting, representing and serving  
co-operatives worldwide”*

## **Objectives**

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

## President's Review

Something new is happening in the relationship between the co-operative movement and international institutions.

There is growing recognition by these global agencies of the ICA's important role in the creation of economic development, decent jobs and social cohesion. Never before have we received, in such a short period, so much recognition. This is creating a very favourable environment for co-operative development.



*Ivano Barberini*

However, there is still a lot to do to realise these opportunities. In many countries and internationally, there is still a need for more appropriate and effective legislation and policies. The ICA is committed to making this happen. We are also working to improve the collaboration among co-operatives throughout the world to help raise the profile of co-operatives.

Our most successful event of 2003 was the Oslo General Assembly. The issues discussed – economic, social and democratic development, the fight against poverty together with the reorganisation of the International Co-operative Alliance have been unanimously adopted as the basis of ICA strategic plans for the future.

There was a large attendance of members' representatives, many keynote speakers and pledges of support by several important authorities. The interest displayed by so many different people is testimony to the level of visibility reached by co-operatives. We are now increasingly being seen as an effective tool for poverty reduction and enterprise development.

Several important resolutions were adopted by the Assembly.

The approval of the *Task Force Report* provided the basis for a more effective ICA. We have only just entered a new century. It is one in which it is becoming more and more important to build co-operative networks able to promote innovation, pro-active action and capitalise on knowledge. Now more than ever the co-operative movement is asked to find solutions to some of the most important problems of our times.

The ICA is committed to increasing the autonomy of our regions while also strengthening our sectoral organisations. The processes of regionalisation and sectoral strengthening will be complemented with greater integration and coordination at a global level. This balanced approach should enable us to increase our effectiveness.

The General Assembly also laid down the foundations for a Global Co-operative Campaign against Poverty, aimed at increasing the role of co-operatives in the achievement of the United Nations' Millennium Development Goals. The campaign, actively supported by our members and aimed at all regions identifies Africa, still a "forgotten continent", as a priority. In this context, the visit I made, together with the two ICA Regional Directors and the ICA Director of Development to four African countries was an opportunity to gain a deeper understanding of the local co-operative reality. In meetings with the Heads of State and Ministers in several African countries, I was able to

highlight the role co-operatives play in reducing poverty and creating economic enterprises.

The themes addressed by our General Assembly opened the way to a Memorandum of Understanding signed with the International Labour Office (ILO). Furthermore, along with the economic development and improvement of the conditions of workers all around the world, the memorandum forms the basis for a stronger relationship between the ICA and other important institutions such as the United Nations (UN) and Food and Agriculture Organisation of the United Nations (FAO).



In this respect, the Committee for the Promotion and Advancement of Cooperatives (COPAC) to which ICA is affiliated played a key role during 2003 in promoting and coordinating co-operative development initiatives through policy coordination, information exchange and advocacy.

2003 was devoted to securing ICA's economic and financial future, a goal achieved thanks to extraordinary contributions from members. I would like to take this opportunity to warmly thank all the members who supported ICA during this difficult time producing a very positive result. This generous support gave the ICA Board and staff an opportunity to focus on the improving member services and on strategies for the future.

Finally, on behalf of the Board, I would like to express my gratitude for the excellent work conducted by the regional and head office staff, in responding to the needs of co-operatives, promoting the exchange of experiences and networking of resources for co-operative development.

**Ivano Barberini**  
ICA President

## Report of the Director-General

My first full year as Director-General, I think, has been a positive one. Certainly if the workload of my colleagues and myself is anything to go by, a lot is happening. Of course too much work makes it difficult to fulfil raised expectations but there is an optimistic feeling to most of it. I take this opportunity to thank all staff, globally and regionally, for their continuing hard work, loyalty and commitment to the co-operative movement.



*Iain Macdonald*

### General Assembly

As our President has noted, the highlight of the year was undoubtedly the General Assembly in Oslo at the beginning of September. One delegate at least said she felt inspired by the opening ceremony, particularly by Juan Somavia, Director-General of ILO. If the opening was inspiring, the second part of the assembly programme on development was deeply moving. There was such a lot to say and impart impressing all about what is already happening. However it is time others knew this as well!

The *Task Force Report* was received with acclaim and the hard work of consequent rule changes carried out without a murmur! It was a good week, with:

- Inspiring speeches – particularly leading to increased collaboration with ILO
- Financial affairs on a secure footing
- Co-operative enterprise recognised as an active participant in world development
- The announcement of the co-operative campaign against poverty
- Clear strategic guidelines and rule book highlighting decentralisation and participation.

### International Standing

As the world's biggest Non Government Organisation (NGO), our work in this field is as important as ever. During 2003 we reinforced our international networks raising the profile of ICA and the movement in general. Specifically:

- ICA participated in two COPAC meetings prepared the way for an enhanced role for COPAC seeking to expand its membership and influence
- The ICA President intervened at the World Food Conference in October seeking to persuade FAO to maintain its commitment to co-operative development
- A joint programme is being developed with UNAIDS explaining the role co-operatives can play in the fight against HIV/AIDS
- IAFN, the International AgriFood Network, held its annual meeting in our offices seeking improved collaboration with the co-operative movement
- Work progressed throughout the year towards developing a Memorandum of Understanding with the ILO. Following their Director-General's powerful speech at the General Assembly a number of initiatives are underway, not least a series of

seminars promoting ILO Recommendation 193 as a basis for improving co-operative legislation

- Other initiatives are progressing through the UN itself, the UN Commission of the Statute of Women, UN Habitat, United Nations Conference on Trade and Development (UNCTAD) and the UN Economic Commission for Europe, where I delivered a paper on the role of co-operatives in a competitive economy. We are also in regular communication with the World Bank and are hopeful for positive developments
- UN International Day of Co-operatives was celebrated with the theme “Co-operatives Make Development Happen”

## **Communications**

Garry Cronan was appointed Communications Manager in September and his impact has been immediate. His priority is the production of a *Weekly Digest* newsletter for members. This will start in very early 2004 and will mean that members will become much better informed of all ICA activities on a weekly basis. This is expected to transform our profile with our members – the next challenge will be the outside world! Other publications will include

- Regular media releases
- Annual Reports
- Review of International Co-operation

## **Sectoral Organisations and Thematic Committees**

The General Assembly agreed to change the name of Specialised Bodies to Sectoral Organisations and Specialised Committees to Thematic Committees, thus eliminating confusion between the two and emphasising their very different functions. Work is ongoing in trying to improve the links between Sectoral Organisations themselves and our Regional and Head Offices and hopefully the new rules will help to clarify their relationships and lead to improved effectiveness.

## **Membership**

Work began during the year on analysing our membership base looking also at the subject of subscription fees. I hope in the near future to have a simplified and transparent subscription formula which will be respected by all members. Part of this is of course ensuring that members have a clear idea about what ICA can do for them.

## **DotCoop**

2003 was a year of consolidation for DotCoop which ended the year with an increased number of registrations. Particularly in North America co-operatives began to see the real benefits in promoting co-operation through this domain name. ICA is pleased to be working closely with DotCoop.

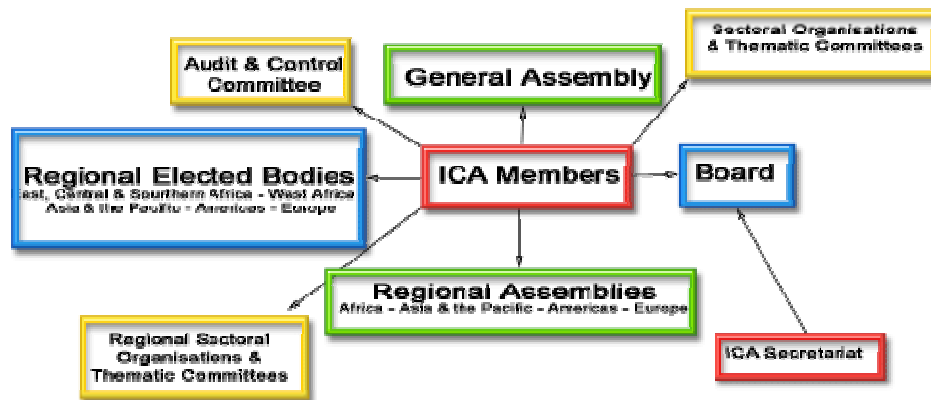
**Iain Macdonald**  
Director-General



## *Highlights of the Year*

- Successful ICA General Assembly held in Oslo, Norway
- Consolidation of ICA's financial position, through an outstanding display of solidarity by members
- Approval of a new structure and rules for the ICA laying the groundwork for improved corporate governance throughout the ICA
- ICA participation in two COPAC meetings which have prepared the way for an enhanced role and expanded membership for COPAC
- Work proceeding on developing a Memorandum of Understanding with International Labour Organisation
- New ICA Communications Manager appointed
- Celebration of International Co-operative Day
- A series of high level meetings with senior international figures and national government leaders to help raise the profile of co-operatives and address particular problems of concern to members
- Ongoing series of successful regional and sectoral meetings, including ICA's Asia Pacific Regional Assembly in Cebu, Philippines, ICA's America Regional Assembly and Conference in Puerto Rico and ICA's sectoral insurance organisation ICMIF's Conference in Paris.
- Hosting of the third in the series of international co-operatives development agencies meetings in Var Gaard (Sweden)
- Participation in the Geneva Accord, an Israel/Palestine peace initiative
- Joint hosting with ILO of a Conference focused on implementing ILO Recommendation 193 on the promotion of co-operatives
- Three ICA Board meetings held

# Global, Regional, Sectoral and Thematic Organisations of the ICA



## General Assembly

The General Assembly is the supreme policy-making body of the ICA, bringing together representatives from all member organisations every two years. The General Assembly:

- approves the ICA work programme and budget
- elects the President, members of the Board and of the Audit and Control Committee
- ratifies the election of the Vice-Presidents
- ratifies the appointment or removal of the Director-General on the recommendation of the Board

The ICA is invited by one of more of its members to host its General Assembly. In this way, ICA member representatives are able to meet a wide range of co-operators from the host movement, sharing experience and knowledge. Hosting an ICA General Assembly also provides an opportunity for the local movement to engage in dialogue with government representatives and encourage national and local media as a means to promote co-operatives in their country.



## Board

The ICA Board - President, four Vice-Presidents, and fifteen members - develops and monitors a global strategy for ICA and oversees the functioning of the ICA. It decides on all membership applications, establishes sectoral and thematic committees of the ICA, and appoints the Director-General.

## **Regional Assemblies**

The Regional Assemblies for Africa, the Americas, Asia and the Pacific, and Europe take place every second year, alternating with the General Assembly. The functions of these assemblies include:

- implementing General Assembly decisions at the regional level
- establishing regional work programmes, and
- electing their President who serves as an ICA Vice-President

In many regions, the statutory Regional Assembly meeting is held in conjunction with a Regional Conference or Forum focusing on a particular area of interest to co-operators in that region.

## **Regional Elected Bodies**

Each region has its own regional “board” composed of a President, Vice President and other members elected by the Regional Assembly for a four-year term.

Known in Africa as the "Executive Committee ", in the Americas as the "Comité Ejecutivo", in Asia and the Pacific as the "Standing Committee" and in Europe as the "European Council". These boards work within the policy guidelines and decisions laid down from time to time by the ICA Board and more particularly, provide recommendations on membership applications from its region to the ICA Board. They also implement and monitor activities and programmes in the region, oversee regional finances and budgets, approve an annual budget and work plan prepared by the Regional Director before they are submitted to the Director-General and ICA Board for final approval.

## **Regional Offices**

During 2003, the ICA operated offices in five regions:

- Europe, with an office based in the ICA’s head office in Geneva, Switzerland
- Asia Pacific, with an office in New Delhi, India
- Americas, with an office in San José, Costa Rica
- West Africa, with an office in Ouagadougou, Burkina Faso
- East, Central and Southern Africa with an office in Nairobi, Kenya

## **Sectoral Organisations**

ICA has nine sectoral organisations, which regroup ICA member organisations with specific sectoral interests. Each organisation is democratically governed and financed by its member organisations.

- International Co-operative Agricultural Organisation (ICAO)
- International Co-operative Banking Association (ICBA)

- Consumer Co-operative International (CCI)
- International Co-operative Fisheries Organisation (ICFO)
- International Health Co-operative Organisation (IHCO)
- International Co-operative Housing Organisation (ICA Housing)
- International Co-operative and Mutual Insurance Federation (ICMIF)
- International Organisation of Industrial, Artisanal and Service Producers' Co-operatives (CICOPA)
- International Association of Tourism (TICA)

### **Thematic Committees**

ICA has four Thematic Committees which enable ICA members to focus on the issues of co-operative research, communications, human resource development and gender equality. Each Committee is democratically governed by its members and supported by the ICA.

- Committee on Co-operative Research
- Communications Committee
- Gender Equality Committee
- Human Resource Development Committee

### **Audit and Control Committee**

The Audit and Control Committee monitors the financial situation of the organisation, and submits reports to the Board and General Assembly on issues that it deems important for efficient management and operations.

Further information on or links to all of the above component parts of the ICA is available at the ICA's website [www.ica.coop](http://www.ica.coop)

INDEPENDENT AUDITOR'S REPORT

WITH FINANCIAL STATEMENTS

Year ended December 31, 2003

## **INTERNATIONAL CO-OPERATIVE ALLIANCE**



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

Geneva, May 11, 2004

### **Independent auditors' report**

We have audited the accompanying balance sheet of International Co-operative Alliance as of December 31, 2003, and the related statements of income and expenses, cash flows and changes in funds and reserves for the year then ended (pages 4 to 15). 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, 2003 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 Certified Accountant

### **Enclosures:**

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

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## BALANCE SHEET

December 31, 2003

	<u>Notes</u>	<u>31.12.2003</u>	<u>31.12.2002</u>
		CHF	CHF
<b><u>Assets</u></b>			
<i>Current assets</i>			
Cash and cash equivalents	3	2'569'215	1'662'276
Accounts receivable		57'903	337'725
Prepaid expenses and other assets	4	96'332	217'482
<i>Total current assets</i>		<u>2'723'450</u>	<u>2'217'483</u>
<i>Non current assets</i>			
Tangible fixed assets, net	5	27'825	23'605
Intangible fixed assets, net	6	33'239	64'145
Deposits and guarantees	7	27'027	26'310
<i>Total non current assets</i>		<u>88'091</u>	<u>114'060</u>
<i>Total assets</i>		<u>2'811'541</u> =====	<u>2'331'543</u> =====
<b><u>Liabilities, Funds and Reserves</u></b>			
<i>Liabilities</i>			
Membership organisation creditors		271'092	390'002
Accounts payable and accruals		365'583	504'612
Provisions	8	39'373	-
Deferred development support		719'618	738'435
Deferred membership fees		69'109	282'744
<i>Total liabilities</i>		<u>1'464'775</u>	<u>1'915'793</u>
<i>Funds and reserves</i>			
Accumulated surplus		415'750	(634'922)
Net surplus for the year after allocation		615'049	1'253'444
Cumulative exchange difference		966	(202'772)
Special fund	10	315'000	-
<i>Total funds and reserves</i>	9	<u>1'346'765</u>	<u>415'750</u>
<i>Total liabilities, funds and reserves</i>		<u>2'811'541</u> =====	<u>2'331'543</u> =====

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## STATEMENT OF INCOME AND EXPENSES

For the year ended December 31, 2003

	Notes	2003	2002
		CHF	CHF
<b>Income</b>			
Subscriptions		2'892'537	2'780'511
Meeting revenues		625'832	323'309
Administrative contributions		240'496	239'929
Expense cover		108'866	88'277
Financial income		7'852	7'996
Currency gains		9'330	9'644
Other income		211'595	238'761
Total Income		4'096'508	3'688'427
<b>Expenses</b>			
Personnel expenses		(1'907'352)	(1'774'428)
Travel expenses		(233'936)	(170'799)
Premises & general office expenses		(376'466)	(341'323)
IT & telecom		(183'809)	(103'030)
External services		(223'763)	(194'360)
Meeting expenses		(207'002)	(159'613)
Financial expenses		(8'497)	(8'702)
Depreciation & amortization		(50'912)	(116'132)
Currency losses		(55'810)	(34'466)
Other expenses		(27'832)	(83'617)
Total Expenses		(3'275'378)	(2'986'470)
<b>Surplus from operations</b>		<b>821'131</b>	<b>701'957</b>
		=====	=====
<b>Development activity</b>			
Development funds		1'505'989	1'680'738
Projects support		(1'505'806)	(1'693'988)
<b>Result from development activity</b>		<b>183</b>	<b>(13'250)</b>
Special financial contributions	9	108'735	564'737
<b>Net surplus for the year, before allocation</b>		<b>930'049</b>	<b>1'253'444</b>
		=====	=====
Allocation to special fund	10	(315'000)	-
<b>Net surplus for the year, after allocation</b>		<b>615'049</b>	<b>1'253'444</b>
		=====	=====

See accompanying notes.



# INTERNATIONAL CO-OPERATIVE ALLIANCE

## STATEMENT OF CHANGES IN FUNDS AND RESERVES (all expressed in CHF)

For the year ended December 31, 2003

	Accumulated surplus	Net surplus for the year after allocation	Special Fund	Cumulative exchange difference	<b>Total Funds and Reserves</b>
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)
Balances at December 31, 2002	(634'922)	1'253'444	-	(202'772)	415'750
Balances at January 1, 2003	(634'922)	1'253'444	-	(202'772)	415'750
Reversal previous year net surplus	1'253'444	(1'253'444)	-	-	-
Operating income for year	-	821'314	-	-	821'314
Special contributions	-	108'735	-	-	108'735
Cumulative exchange difference	(202'772)	-	-	203'738	966
Allocation to special fund	-	(315'000)	315'000	-	-
<b>Balances at December 31, 2003</b>	<b>415'750</b>	<b>615'049</b>	<b>315'000</b>	<b>966</b>	<b>1'346'765</b>
	=====	=====	=====	=====	=====

*See accompanying notes.*

# INTERNATIONAL CO-OPERATIVE ALLIANCE

## STATEMENT OF CASH FLOWS

For the year ended December 31, 2003

	2003	2002
	CHF	CHF
<b>Cash flows from operating activities</b>		
Net surplus for the year before special contribution	506'314	688'707
Depreciation and amortization	50'912	116'132
(Decrease) / increase in provisions	39'373	(233'313)
<i>Operating surplus before working capital changes</i>	<u>596'598</u>	<u>571'526</u>
Decrease in accounts receivable	279'824	178'500
(Increase) / decrease in other receivables and prepaid expenses	121'150	(78'267)
(Increase) / decrease in deposits and guarantees	(717)	(436)
Increase in membership organisation creditors	(118'910)	68'876
(Decrease) in accounts payable and accruals	(139'029)	(154'852)
(Decrease) in deferred development support	(18'817)	(920'329)
(Decrease) / increase in deferred membership fees	(213'634)	(1'620'876)
<i>Net cash generated from / (used in) operating activities</i>	<u>506'465</u>	<u>(1'955'858)</u>
<b>Cash flows from investing activities</b>		
Net additions of fixed assets	(24'227)	(64'857)
Net additions of intangible assets	-	(59'776)
Change in combination perimeter	-	(36'059)
<i>Net cash (used in) investing activities</i>	<u>(24'227)</u>	<u>(160'692)</u>
<b>Cash flows from financing activities</b>		
Special financial contributions	108'735	564'737
<i>Net cash generated from financing activities</i>	<u>108'735</u>	<u>564'737</u>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<u>590'973</u>	<u>(1'551'813)</u>
Special fund	315'000	-
Cumulative exchange difference	966	(202'772)
<b>Cash and cash equivalents at beginning of year</b>	<u>1'662'276</u>	<u>3'416'861</u>
<b>Cash and cash equivalents at end of year</b>	<u><u>2'569'215</u></u>	<u><u>1'662'276</u></u>

See accompanying notes.

## **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. 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
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*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, 2003, the ICA employed 25 staff (2002: 27 staff), from which 8 staff (2002: 8 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 April 25, 2004.

## **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 ICA 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. 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.

## **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	4 years
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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, 2003 amounted to CHF 99,278 (2002 CHF 105,507), 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.

### **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>31.12.2003</u>	<u>31.12.2002</u>
	CHF	CHF
Current accounts	2'539'300	1'628'891
Short-term deposits	<u>29'915</u>	<u>33'385</u>
	2'569'215	1'662'276
	=====	=====

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

	<u>31.12.2003</u>	<u>31.12.2002</u>
	CHF	CHF
Staff advances	10'717	21'793
Other receivables not related to development projects	7'528	24'417
Prepaid expenses	<u>78'088</u>	<u>171'272</u>
	96'332	217'482
	=====	=====

## **Note 5 – Tangible fixed assets**

	Motor vehicles	Office equipment	Total
	CHF	CHF	CHF
<b>Cost</b>			
Balance at December 31, 2001	182,784	560,596	743,380
Additions	-	65,157	65,157
Disposals	-	(6,462)	(6,462)
Balance at December 31, 2002	182,784	619,291	802,075
Additions		24,227	24,227
Transfer	(143,247)	135,244	(8,003)
Balance at December 31, 2003	39,537	778,762	818,299
	=====	=====	=====
<b>Depreciation</b>			
Balance at December 31, 2001	166,317	552,480	718,797
Charge for the year	16,467	49,366	65,833
Disposals	-	(6,160)	(6,160)
Balance at December 31, 2002	182,784	595,687	778,471
Charge for the year	-	18,000	18,000
Transfer	(143,247)	137,251	(5,996)
Balance at December 31, 2003	39,537	750,937	790,475
	=====	=====	=====
<b>Net book value</b>			
At December 31, 2003	-	27,825	27,825
	=====	=====	=====
At December 31, 2002	-	23,605	23,605
	=====	=====	=====

**Note 6 – Intangible fixed assets**

	Computer systems	Trademark	Total
	CHF	CHF	CHF
<b>Cost</b>			
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
Transfer	9,790	-	9,790
Balance at December 31, 2003	106,008	-	106,008
	=====	=====	=====
<b>Depreciation</b>			
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
Charge for the year	32,912		32,912
Transfer	7,784	-	7,784
Balance at December 31, 2003	72,769	-	72,769
	=====	=====	=====
<b>Net book value</b>			
At December 31, 2003	33,239	-	33,239
	=====	=====	=====
At December 31, 2002	64,145	-	64,145
	=====	=====	=====



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

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

## **Note 8 - Provisions**

	31.12.2002	Additions	Utilization	Reversal	31.12.2003
	CHF	CHF	CHF	CHF	CHF
President fund	-	30'000	(15'705)	-	14'295
Other provisions	-	25'078	-	-	25'078
	-	55'078	(15'705)	-	39'373
	=====	=====	=====	=====	=====

During the year 2003 a "President fund" was created to be used at the discretion of the President and the Director General of ICA. It has been utilized to grant travel funds for members representatives of less-favoured countries to come to the General Assembly in Oslo and for other related activities.

## **Note 9 - Special financial contributions**

During the year 2003 certain members of the ICA made special contributions totalling CHF 108,735 (2002: 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 financial contributions" in the statement of income and expenses.

## **Note 10 – Allocation to special fund**

Given the biennial nature of ICA organisation, a special fund is created to account for events which have a two year lifespan as well as risk provision. This allocation has been approved by the Board on April 25, 2004.

## **Note 11 - Commitments**

At December 31, 2003, the ICA is committed with respect to rental agreements for an amount of CHF 70'410.

## **Note 12 - 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, 2003.

### **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.

	Asia and the Pacific	East, Central and Southern Africa	West Africa	The Americas	Europe	Head Office Balance of Activity	TOTAL ICA GLOBAL	Special Fund	Total Funds & Reserves
Balances at January 1, 2002	(299'385)	25'764	(58'804)	(482'268)	185'162	30'668	(598'863)	-	(598'863)
Change in combination perimeter	-	-	-	(36'059)	-	-	(36'059)	-	(36'059)
Restated balance at January 1, 2002	(299'385)	25'764	(58'804)	(518'327)	185'162	30'668	(634'922)	-	(634'922)
Special contributions	-	-	-	-	-	564'737	564'737	-	564'737
Ordinary (deficit) / surplus for year	50'799	(107'214)	(155'451)	(142'287)	(79'714)	1'122'574	688'707	-	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)	-	(202'772)
Balances at December 31, 2002	(336'780)	(12'243)	(156'345)	(618'725)	281'864	1'257'979	415'751	-	415'751
Balances at January 1, 2003	(336'780)	(12'243)	(156'345)	(618'725)	281'864	1'257'979	415'751	-	415'751
Special financial contributions	-	-	-	-	-	108'735	108'735	-	108'735
Ordinary (deficit) / surplus for year	9'714	(63'648)	(125'705)	(169'597)	(242'198)	1'412'746	821'314	-	821'314
Subscriptions redistribution	120'000	85'000	85'000	170'000	292'000	(752'000)	-	-	-
Cumulative exchange difference	3'845	4'470	6'106	(13'455)	-	-	966	-	966
Allocation to special fund	-	-	-	-	-	(315'000)	(315'000)	315'000	-
Balances at December 31, 2003	(203'221)	13'579	(190'943)	(631'777)	331'666	1'712'460	1'031'765	315'000	1'346'765



## 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),  
Sénégal

#### *Americas*

**Carlos Palacino**

Saludcoop, Colombia

#### *Asia/Pacific*

**Mu Li**

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

#### *Europe*

**Pauline Green**

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 Detilleux**

Crédit Coopératif, France

**Steinar Dvergsdal**

Federation of Norwegian Agricultural Co-operatives

**Elba Echevarria Diaz**

COOPACA, Puerto Rica

**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)**

The ICA employs 37 full and part-time staff in its head and regional offices.

### **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, (50%)  
Garry Cronan, Communications Manager  
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

**ICA Regional Office for Europe (ROEP)**

Gabriella Sozanski, Regional Director (50%)  
Barbara Coghlan, European Officer



## **ICA Members**

*National Members (as of 31 December 2003)*

### **Argentina**

- Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)
- Confederación Intercooperativa Agropecuaria Cooperativa Ltda. (CONINAGRO)
- Federación Argentina de Cooperativas de Consumo (FACC)
- Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda. (IMFC)

### **Armenia**

- Union of Consumer Societies (HAYCOOP )

### **Austria**

- Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband

### **Azerbaijan**

- Central Union of Co-operatives of Azerbaijan (AZERITTIFAG )

### **Bangladesh**

- National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)

### **Belarus (Republic of)**

- Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)

### **Belgium**

- Arcopar SCRL
- Fédération Belge des Coopératives (FEBECOOP)
- OPHACO (Office des Pharmacies Coopératives de Belgique)
- P&V Assurances

### **Benin**

- Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM)
- Union Départementale des Producteurs du Borgou (UDP-BORGOU )



**Bolivia**

- Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.)
- Cooperativa Jesús Nazareno Ltda. (CN)
- Cooperativa La Merced Ltda.
- Cooperativa Rural de Electrificación Ltda. (CRE)

**Bosnia-Herzegovina**

- Co-operative Association of Bosnia and Herzegovina (Zadruzni Savez Bosne i Hercegovine )

**Botswana**

- Botswana Co-operative Association (BOCA)

**Brazil**

- Aliança Cooperativista Nacional Unimed
- COOP - Cooperativa de Consumo
- Organização das Cooperativas Brasileiras (OCB)
- Sistema Uniway
- Unimed do Brasil, Confederação Nacional das Cooperativas Médicas

**Bulgaria**

- Central Co-operative Union
- National Union of Workers Producers Co-operatives of Bulgaria

**Burkina Faso**

- Union Régionale des Coopératives d'Epargne et de Crédit du Bam (URC.BAM)

**Canada**

- Canadian Co-operative Association (CCA)
- Conseil Canadien de la Coopération (CCC)

**Cape Verde (Republic of)**

- Federação Nacional das Cooperativas de Consumo (FENACCOOP)

**Chile**

- Cooperativa de Servicios de Protección Médica Particular (PROMEPART )
- COOPEUCH Cooperativa de Ahorro y Crédito

## **China**

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

## **Colombia**

- Asociación Antioqueña de Cooperativas (ASACOOOP)
- 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)
- Efectiva, Soluciones y Alternativas Comerciales
- Entidad Promotora de Salud Organismo Cooperativo (SaludCoop EPS)
- La Equidad Seguros
- Progressa Entidad Cooperativa de los Empleados de Saludcoop

## **Costa Rica**

- Banco Popular y de Desarrollo Comunal (BPDC)
- Centro de Estudios y Capacitación Cooperativa (CENECOOP)
- Consejo Nacional de Cooperativas (CONACOOOP )
- Federación de Cooperativas de Ahorro y Crédito de Costa Rica (FEDEAC, R.L.)

## **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**

- Croatian Association of Co-operatives

## **Cuba**

- Asociación Nacional de Agricultores Pequeños (ANAP )

## **Cyprus**

- Co-operative Central Bank Ltd. (CCB)
- Cyprus Turkish Co-operative Central Bank Ltd.
- Pancyprrian Co-operative Confederation Ltd.

## **Czech Republic**

- Agricultural Association of the Czech Republic
- Co-operative Association of the Czech Republic

## **Denmark**

- Danish Agricultural Council
- Det Kooperative Faellesforbund (DKF) (Co-operative Union of Denmark)
- FDB (Consumer Co-operative Denmark)

## **Dominican Republic**

- Cooperativa Nacional de Servicios Múltiples de Los Maestros (COOPNAMA)

## **Ecuador**

- Coopseguros del Ecuador S.A. (Coopseguros S.A.)

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

- Central Agricultural Co-operative Union (CACU)
- Central Housing Co-operative Union
- Central Productive Co-operative Union
- Higher Institute for Agricultural Co-operation (HIAC)
- Higher Institute of Co-operative Management Studies

## **El Salvador**

- Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES)

## **Estonia**

- Central Society of Estonian Consumers Co-operatives (ETK )
- Estonian Co-operative Association (ECA)

## **Finland**

- Pellervo, Confederation of Finnish Co-operatives
- Finnish Consumer Co-operative Association (FCCA )

## **France**

- Confédération Générale des SCOP
- 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
- Groupement National de la Coopération (GNC)

## **Gambia**

- Federation of Agricultural Co-operative Societies (FACS)

## **Georgia**

- Central Union of Georgian Consumer Co-operatives (TSEKAVSHIRI)

## **Germany**

- Deutscher Genossenschafts- und Raiffeisenverband e.V. (DGRV)
- GdW Bundesverband deutscher Wohnungsunternehmen

## **Ghana**

- Ghana Co-operative Council

## **Greece**

- Institute of Cooperation
- Panhellenic Confederation of Unions of Agricultural Co-operatives (PASEGES)

## **Haiti**

- Conseil National des Coopératives (CNC)

## **Honduras**

- Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda.
- Cooperativa Mixta Mujeres Unidas Ltda. (COMIXMUL)
- Fundación Finacoop

## **Hungary**

- Hungarian Industrial Association (OKISZ)
- National Federation of Agricultural Co-operators and Producers (MOSZ)
- National Federation of Consumer Co-operatives & Trade Associations

## **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 & Rural Development Banks Fed. Ltd. (NAFCARD Fed.)
- National Co-operative Consumers Federation Ltd. (NCCF)
- National Co-operative Union of India (NCUI)
- National Federation of State Co-operative Banks Ltd. (NAFSCOB)
- National Federation of Urban Co-operative Banks & Credit Societies Ltd. (NAFCUB)

## **Indonesia**

- Dewan Koperasi Indonesia (Dekopin) Indonesian Co-operative Council

### **Iran (Islamic Rep of)**

- Central Organization for Rural Co-operatives of Iran (CORC)
- Central Union of Rural & Agricultural Co-operatives of Iran (CURACI)
- Iran Central Chamber of Co-operative (I.C.C)

### **Israel**

- Central Union of Co-operative Societies in Israel
- Co-op Jerusalem

### **Italy**

- Associazione Generale Cooperative Italiane (A.G.C.I. Nazionale)
- Confederazione Cooperative Italiane (CONFCOOPERATIVE)
- Lega Nazionale delle Cooperative e Mutue (Legacoop)

### **Japan**

- Central Union of Agricultural Co-operatives (JA-ZENCHU)
- IE-NO-HIKARI Association (Association for Education and Publications Agricultural Co-operatives)
- Japanese Consumers' Co-operative Union (JCCU)
- National Federation of Agricultural Co-operative Associations (ZEN-NOH)
- National Federation of Fisheries Co-operatives Associations (ZENGYOREN)
- National Federation of Forest Owners Co-operative Associations (ZENMORI-REN)
- 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 (Jigyodan) (JWCU)
- The National Federation of University Co-operative Associations (NFUCA)
- The Norinchukin Bank

### **Kazakhstan (Republic of)**

- Union of Consumer Societies of the Republic of Kazakhstan

### **Kenya**

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

**Korea (Republic of)**

- Korean Federation of Community Credit Co-operatives (KFCC)
- 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. (Koperasi Kebangsaan Permodalan Tanah Berhad)

**Malta**

- Organisation of Maltese Co-operatives

**Mauritius**

- The Mauritius Co-operative Union Ltd. (MCUL)

**Mexico (Republic of)**

- Asociación Nacional de Uniones Regionales de Sociedades de Ahorro y Préstamo (ANURCO)
- Caja Libertad S.C.L
- Caja Popular Mexicana (CPM)
- Confederación Nacional Cooperativa de Actividades Diversas de la Republica Mexicana (CNC)
- Cooperativa de Vivienda y Consumo Nuestro Hogar

**Moldova (Republic of)**

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

**Morocco**

- Office du Développement de la Coopération (ODC)

**Myanmar**

- Union of Myanmar Central Co-operative Society Ltd.

**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 (Norsk Landbrukssamvirke)
- SpareBank 1 Gruppen AS
- The Norwegian Federation of Co-operative Housing Associations (NBBL)

**Pakistan**

- National Co-operative Union of Pakistan

**Palestine**

- The Agricultural Co-operative Union (ACU)

**Panama**

- Confederación Latinoamericana de Cooperativas de Ahorro y Crédito (COLAC)

**Paraguay**

- Central Cooperativa Nacional de Ahorro y Crédito (CREDICOOP )
- Confederación Paraguaya de Cooperativas (CONPACCOOP)
- Cooperativa de Producción, Consumo, Ahorro, Crédito y de Profesionales de la Salud Ltda. (COOMEICIPAR)
- Cooperativa Multiactiva Medalla Milagrosa
- Cooperativa Universitaria Ltda.
- Federación de Cooperativas de Producción (FECOPROD)

**Peru**

- Cooperativa de Ahorro y Crédito “PETROPERU” Ltda.

**Philippines**

- National Confederation of Co-operatives (NATCCO)

## **Poland**

- Auditing Union of Housing Co-operatives
- National Association of Co-operative Savings and Credit Unions (NACSCU)
- National Auditing Union of Co-operative Banks “Franciszek Stefczyk ”
- National Auditing Union of Workers' Co-operatives (NAUWC)
- National Co-operative Council
- National Supervision Union of Spolem Consumer Co-operatives
- National Union of Co-operative Banks (KZBS)

## **Portugal**

- Confederação Nacional de Cooperativas Agrícolas e do Crédito Agrícola de Portugal (CONFAGRI)
- Confederation of Portuguese Co-operatives (CONFECOOP)
- INSCOOP - Instituto António Sérgio do Sector Cooperativo

## **Puerto Rico**

- Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)
- Cooperativa de Ahorro y Crédito de Médicos y Otros Profesionales de la Salud (MEDICOOP)
- Cooperativa de Ahorro y Crédito « Dr. Manuel Zeno Gandia »
- Cooperativa de Ahorro y Crédito Lares y Región Central (LARCOOP)
- Cooperativa de Seguros de Vida de Puerto Rico (COSVI)
- Cooperativa de Seguros Múltiples de Puerto Rico
- Instituto de Cooperativismo (ICOOP) Universidad de Puerto Rico
- 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 of the Russian Federation (Centrosojuz of the Russian Federation)
- International Council of Consumer Co-operatives (CONSUMINTER)
- Koopvneshtorg Ltd. (Coop-Trade)
- Moscow Regional Union of Consumer Societies

## **Senegal (Republic of)**

- Union Nationale des Coopératives Agricoles (UNCAS)

## **Serbia & Montenegro**

- Co-operative Union of Yugoslavia



**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 (CCAIE)
- Confederación de Cooperativas de Euskadi (CCE)
- 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. in Sri Lanka (SANASA)
- National Co-operative Council of Sri Lanka
- Sri Lanka Consumer Co-operative Societies Federation Ltd.

**Sweden**

- Consumer Guilds Union
- Federation of Swedish Farmers (LRF)
- Folksam Insurance Group
- HSB: Riksförbund (Union of Housing Co-operatives)
- Kooperativa Förbundet (KF)
- Riksbyggen (Co-operative Housing Union)

**Tanzania**

- Tanzania Federation of Co-operatives Ltd. (TFC)

**Thailand**

- Association of Asian Confederation of Credit Unions (ACCU)
- The Co-operative League of Thailand

## **Turkey**

- Central Union of Turkish Agricultural Credit Co-operatives
- National Co-operative Union of Turkey (NCUT)
- Taris Union of Agricultural Co-operative Societies
- Turkish Co-operative Association
- Union of Sugar Beet Growers' Production Co-operative (Pankobirlik)

## **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-operatives UK
- Plunkett Foundation
- The Co-operative Bank plc

## **Uruguay**

- Centro Cooperativista Uruguayo (CCU )
- Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)
- Cooperativa Nacional de Ahorro y Crédito (COFAC)
- Red Financiera Cooperativa (CONFIAR)

## **USA**

- ACDI/VOCA
- CHF International
- National Co-operative Bank (NCB)
- National Co-operative Business Association (NCBA)
- Nationwide Insurance Enterprise

## **Vietnam**

- Vietnam Co-operative Alliance (VCA)

### ***International Member***

- 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 (LSP2I)

#### **Malaysia**

- Co-operative College of Malaysia (CCM)

#### **Mauritania**

- Terre Vivante (ONG de Développement Holistique )

#### **Namibia**

- Co-operatives Advisory Board (Namibia)

#### **Spain**

- Confederación Empresarial Española de la Economía Social (CEPES)

#### **United Kingdom**

The Northern Ireland Federation of Housing Associations (NIFHA)



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