

International Co-operative Alliance

Annual Report | 2006



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“ The international co-operative movement has been a longstanding voice for peace. As far back as the turbulent period leading up to the First World War, it stood firmly against militarism. And in its aftermath, the International Co-operative Alliance strongly supported both the League of Nations and, subsequently, the United Nations.

The theme of the 2006 International Day of Co-operatives – **Peace building through co-operatives** – highlighted the growing significance of these enterprises in promoting peace and development.

Today, co-operatives contribute to peace building by promoting local economic and social development. ”

Kofi Annan, former Secretary-General of the United Nations

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*worker co-operatives working together

President's Report | 2006



2006 was full of important events at all levels. The ICA Regional Assemblies and the ICA Board generated very valuable suggestions and decisions for the future of our organisation.

On-going change in ICA is a sign of its vitality. This ability to change has enabled our movement to grow all over the world. In this, ICA benefits from the qualified commitment of Board members, managers and co-operative leaders acting in working groups, thematic committees, sectoral organisations and governing bodies, at both regional and global level.

An essential condition for the future of ICA is its internal unity and the ability of truly acting as the 'global voice' of co-operative enterprises. The year 2006 marks the beginning of a series of important initiatives. The re-definition of vision, mission and strategy which lays the foundation for restructuring, communication, image and leadership of the ICA. This work shall improve the active participation and the sense of belonging of ICA members.

The work started in 2006 with the Structural and Regionalisation Working Groups, various communications initiatives and the Global 300 project. It continues with the Review of the ICA global vision, mission and strategy, and together with the Global Campaign against Poverty with ILO, the re-definition of ICA governance and the four-year programme and budget, this represents tangible and decisive steps in the right direction.

These are initiatives aimed at achieving such goals as safeguarding co-operative uniqueness, strengthening the role of representation and developing a stronger involvement in international lobbying.

We aim to increase dialogue with the main international institutions to promote the co-operative image and make gender policy mainstream.

We are developing promotional policies in areas of the world with a weaker co-operative presence and encouraging the interest and commitment of young people in the co-operative movement.

In the near future, we must also strengthen our commitment to peace. It is inseparable from the ICA commitment to social justice, the improvement of standards of life, the creation of a fairer globalisation and decent work. These are the necessary conditions that allow us to achieve true human development.

Thanks to everyone for their involvement and personal commitment to the co-operative cause.

Ivano Barberini



1 Two years of Co-operation ICA President, Ivano Barberini and ILO Director-General, Juan Somavia at the anniversary celebrating the historic 2004 Memorandum of Understanding between our two organisations who began co-operating in 1920.

2 Peacebuilding through co-operatives The 2006 Golden Dove of Peace prize was awarded to Dr. Yehudah Paz, Chairman of the Negev Institute, and to Hazem Kawazmi, Vice President of the Young Entrepreneurs of Palestine, for their contribution to promoting peace in the world.

3 A coffee picker in Honduras where 1 in 3 people belong to a co-operative. The first International ICA Co-operative Business Group encounter was held in Costa Rica in May, 2006, one of 45 ICA Americas-led meetings designed to get more co-operatives from different countries to work together. "This broadens our understanding and we can implement everything we learnt here in Honduras," commented Yolany Segovia from the Honduras Cooperativa de Ahorro y Credito Sagrado Familia. Globally co-operatives employ 100 million people, 20% more than multi national corporations. In Colombia, the co-operative movement provides 109,000 jobs and an additional 379,000 as owner-workers in co-operatives.

4 As business enterprises owned by their members, co-operatives offer a business model that works at many levels, from small rural co-operatives in Asia to global co-operative banks such as Rabobank in the Netherlands.

5 Gender Equality and the co-operative movement Co-operators from Kuapo Kokoo village near Kumasi in Ghana, which as a nation saw co-operatives increase from 1000 – 2850 between 1995 and 2005. "Reality has demonstrated the value of women managers and the key role women members play in the activities of co-operatives. It is time to do more to promote women to leadership positions. Gender equality is key to strengthening co-operatives." Esther Gicheru, ICA Global Audit and Control Committee and Principal of the Co-operative College of Kenya.



“Peace and social well-being are not only relevant to co-operatives but co-operatives are relevant to the peace making process in communities and societies throughout the world.”

Yehudah Paz, winner of the 2006 Dove of Peace award



Director General's Report | 2006

2006 saw us focus internally on essential re-structuring, as well as externally on communication. Inevitably, time spent discussing internal structures leaves less time for promoting the co-operative movement worldwide but I feel we got the balance right this year and we are well on the right track.

The Oslo General Assembly approved the Task Force report which laid out a vision of the ICA into the future. 2006 also saw the development of the Governance and Regionalisation Working Groups, both products of the Task Force's vision.



Both these working groups are having a significant impact. The ICA Board has long advocated a decentralised ICA whose regions have a significant degree of autonomy and self determination. The Regionalisation Working Group set out a broad framework of how this could happen. This coincided with the need of colleagues in Europe to develop a structure which fitted with the new demands of the enlarged EU and allowed them to make best use of it. The result is Cooperatives Europe which will act as the ICA region for Europe but is itself a separate legal entity. This allows freedom of operation within the EU and beyond but as part of the global entity that is ICA. A new Restructuring Working Group is now looking at the entire ICA to see how it can best be organised within a global strategic plan.

The Governance Working Group is also following up the Task Force's recommendations. Already they have encouraged the setting up of a strategic planning process, carried out a skills audit of the board and are in the process of producing a code of conduct and Board standing orders. Board induction is already under way.

This was also the year of regional assemblies. They were held in Lima, Peru; Arusha, Tanzania; Colombo, Sri Lanka; Manchester, England. Each of them was very well attended and exemplified the continuing support and loyalty for international co-operation. Similarly, Board meetings were held in Brussels, Washington, Stockholm and Trento. In Washington we were guests at the annual USA Hall of Fame induction where our friend and long serving board member, David Miller, received his well-deserved award. And the President and I spoke at the World Peace Forum in Vancouver showing the continuing commitment of the ICA to this most important of issues.

“The launch of the Global 300 project is something of a watershed for the ICA.”

Iain Macdonald

Perhaps the most exciting and potentially beneficial development in 2006 was the launch of our Global 300 project. This took place at the Forum for Responsible Globalisation in Lyon, France. The first findings show what many of us suspected, that the largest co-operative organisations in the world are far bigger than generally known – collectively they almost match the economy of Canada! A double page spread in Le Figaro was ample proof of the potential of our movement as a whole and its contribution to the world economy. We will hear much more on this subject in the coming years, continuing our emphasis on promoting the business success of co-operatives.

My thanks, for what was a challenging year, to the President and his Board, my staff colleagues, globally and regionally, and to our members for their continued support.

Iain Macdonald

1 Global 300 “The largest co-operative organisations in the world are far bigger than generally known and they represent just the tip of an enormous global movement responsible for the livelihoods of half the world population.” Iain Macdonald

2 In Europe there are 267,000 co-operatives with 5.4 million employees and 163 million citizen members. Co-ops in Europe provide 4.8 million jobs. “Because co-operatives and mutuals normally do not feature on the world's stock markets or in business analyst studies, it has been too easy in the past to overlook their achievements.” Dame Pauline Green, Chief Executive of Co-operatives UK and Vice President of Co-operatives Europe which becomes ICA Europe Region.

3 Maria Elena Chávez Hertig, who will be working jointly with the International Labour Office (ILO) and the ICA to enhance the Memorandum of Understanding and raise the profile of the International Co-operative Movement.

4 May 2006, Washington, where Paul Hazen, CEO of NCBA addresses 300 leaders from every U.S. co-op sector, as well as the ICA delegation. US Co-ops serve 120 million members, or 4 in 10 Americans, and operate in every industry, including agriculture, childcare, energy, financial services, food retailing and distribution, health care, insurance, housing, purchasing and telecommunications.

5 Cooperatives Europe “In Manchester there was unanimous support for Cooperatives Europe to act as the ICA region for Europe. Although there have been some difficult negotiations I welcome this development which I am sure will go a long way in raising the profile of co-operative enterprise in the European Union. It sits very well with the Global 300 project which underlines the power of European co-operatives and both ventures show a new and progressive direction for international co-operation.” Iain Macdonald



Global 300

The true scale of the global co-operative movement

The Global 300 are the co-operatives with the highest turnovers. They represent the tip of an economic pyramid whose combined contribution to the world economy will be significantly higher than the 10th position occupied by the Global 300 on their own.



ICA Communications Director Garry Cronan by the Louvre pyramid in Paris, France, where co-operative banks represent 60% of the market, boasted the highest turnover of Global 300 companies (US\$174 billion). 28 countries feature in the list with the USA providing most Global 300 co-ops (62) and France coming second with 45. Germany is third with 33.

The key contribution of co-operatives to the global economy emerged following the launch of the Global 300 project at the Forum for a Responsible Globalisation at Lyon, France, in October 2006.

The listing of the top 300 global mutual and co-operative organisations which revealed combined assets of US\$30-40 trillion and an annual turnover of US\$963 billion (almost equivalent to Canada, the world's 9th largest economy) came as a surprise to many – even within the movement!

The list includes Switzerland's largest employer, Europe's largest dairy business, France's largest bank, and the world's largest miller and marketer of rice.

Co-operatives and mutual enterprises appear particularly strong in agriculture, retailing and commerce and in banking and insurance, where mutual insurers as a whole cover 25% of the world market. Other sectors well represented included energy distribution and healthcare.

This ground-breaking compilation of data from a wide range of international and domestic sources was undertaken by a special group drawn together by the ICA's Global 300 Director, Garry Cronan and chaired by ex-ICMIF chief executive, Hans Dahlberg.

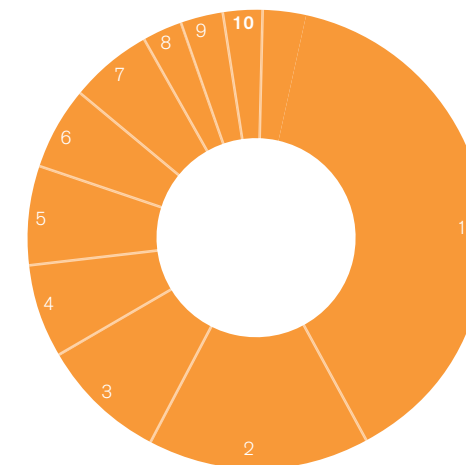
One of the key findings underlines the long-term nature of much of the co-operative and mutual sector, with 4 out of 5 Global 300 businesses formed before 1990 and almost half before 1949. 28 countries featured in the list with USA, France and Germany offering most companies, while the highest turnovers came from France, Japan and USA. Individual organisations ranged from the Zen-Noh agricultural co-operative in Japan, ranked first with a turnover of US\$54 billion, to the Granot food co-operative in Israel with a US\$600 million turnover.

Shaun Tarbuck, chief executive of ICMIF said, "This has been a very important initiative by the ICA. For the first time there has been an attempt made to properly quantify the value of the mutual and co-operative sectors of business across the world. The initial results make it clear that mutuals and co-operatives are a powerful global force."

The **Global 300** have assets worth US\$30-40 trillion, annual revenues of US\$963 billion.

The world's 10th largest economy 2004

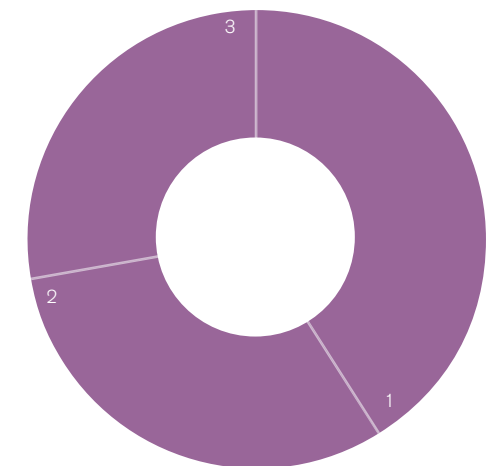
- 1 USA
- 2 Japan
- 3 Germany
- 4 France
- 5 UK
- 6 China
- 7 Italy
- 8 Spain
- 9 Canada
- 10 Global 300



Division of Global 300 into sectors

Global 300 businesses divided into activity

- | | |
|------------------------|--------------|
| 1 Food and Agriculture | 32.6% |
| 2 Retail | 24.7% |
| 3 Financial | 21.8% |



Co-operatives worldwide

- > have **800 million** members
- > employ **100 million** people
- > secure the livelihoods of **3 billion** people
- > cover **25%** of the world market in insurance
- > supply **33%** of the world's Dairy products

Communicating co-operative success

The **Global 300** project is part of a wider series of communications and intelligence initiatives commenced in 2006 by the communications team under Garry Cronan. These include revamping the ICA website and launching two new websites designed to enhance the global branding and visibility of co-operatives and spread the news of successful co-operative enterprise: **www.icanews.coop**, a news aggregation and analysis service which receives as many as 80 co-operative news feeds per day, and a dedicated Global 300 project website, **www.global300.coop**

“ Global 300 symbolises the global direction of the ICA – a search to understand co-operatives in the market place and what makes them successful. ”

Garry Cronan, ICA Director of Communications

Global 300

The co-operative contribution to healthy economies

“ICA is developing what will become recognised as the leading authority and reference on the true scale of the mutual and co-operative sector around the world.” Shaun Tarbuck, chief executive of ICMIF

The Global 300 listing enables the ICA to begin quantifying the key role played by co-operatives in national economies. This will increase visibility for the co-operative business model and enable national and regional governments to better understand its value. As well as researching co-operative success, Global 300 also offers a platform for a new communication strategy. A good way to explain the complex duality of the co-operative business model: how it can be both an instrument for economic growth and for social progress, is to provide case studies that exemplify it.

To make an immediate impact, it was essential for the first Global 300 ranking to concentrate on the economic weight of the co-operative giants. This list was based on revenue, as used for the NCB's top 100 USA co-operatives for over a decade. However, revenue does not represent all types of co-operatives, particularly financial ones, to best effect or capture the countless collaborative networks of smaller co-operatives. Non-financial criteria for measuring some sectors such as co-operative housing, worker co-operatives and health co-operatives need to be found and will also be introduced into the rankings.

Meanwhile, the first Global 300 list revealed an immediate correlation between the co-operative groups that contribute most to their national GDP (Finland, New Zealand, Switzerland, Netherlands and Norway) and countries that rank as the world's most competitive economies (based on 2004 data published by the World Economic Forum 2006).

Intriguingly, the world's five most competitive economies in 2006 (Switzerland, Finland, Sweden, Denmark and Singapore) are again all underpinned by a buoyant co-operative sector!

Although many intuitively recognise that a healthy economy requires a rich biodiversity of businesses and ownership models and that co-operatives and mutuals contribute to this diverse business ecology, the prevailing economic narrative: that free market capitalism is the only credible route to global prosperity, remains largely unchallenged. New evidence from Global 300 research points to an alternative hypothesis: that strong co-operatives and mutuals make national economies more competitive. Are the world's most successful economies so successful precisely because of their co-operative infrastructure?

The countries with the largest percent of GDP from Global 300 turnover (2004)

1	Finland	16.1%
2	New Zealand	13.9%
3	Switzerland	11.0%
4	Netherlands	10.2%
5	Norway	9.0%

Global 300 Top 10

	Name	Country	Created	Turnover US\$	Total Assets US\$
1	Zen-Noh (National Federation of Agricultural Co-operatives)	Japan	1948	53,898	14,951
2	Zenkyoren	Japan	1951	46,680	398,218
3	Crédit Agricole Group	France	1897	32,914	1,235,161
4	Nationwide Mutual Insurance Company	USA	1925	23,711	157,314
5	National Agricultural Cooperative Federation (NACF)	Korea	1961	22,669	177,102
6	Groupama	France	1899	21,651	86,657
7	Migros	Switzerland	1925	17,779	14,746
8	The Co-operative Group	UK	1863	16,556	31,215
9	Edeka Zentrale AG	Germany	1898	15,986	4,656
10	Mondragon Corporation	Spain	1956	14,155	25,164



1 In Singapore, NTUC FairPrice Co-operative is the leading supermarket retailing chain with annual sales of US\$900 million and 55% of the market. 50% of Singaporeans (1.6 million people) are members of a co-operative. Nearly half of the Global 300 co-operatives were established prior to 1940 and four out of five (87%) were formed by 1990.

2 The Migros Federation, Switzerland, ranked at number 7 in the Global 300 list, joined the ICA in 2006. Migros Group sales exceeded CHF 20 billion in 2004 and the co-operative employs nearly 80,000 people making it Switzerland's top employer. The group has 18.5% of the Swiss retail market and 24.5% of the food market. Co-op Swiss with a US\$12.4 billion turnover is ranked 13th on the list.

“Co-operatives are an alternative way of doing business, but an equally profitable way of doing business.” Iain Macdonald, ICA Director-General

Teaching and Education

The Co-operative College (UK) has produced teaching materials featuring the Global 300 Project entitled: The world's major co-operative and mutual businesses. Students are invited to study and compare co-operatives using the Global 300 listing. The ICA is keen to expand its research data and educational resources around the Global 300 theme of successful co-operative enterprise and will be analysing and profiling all the major co-operatives and their contributions to regional and national economies – not only by financial comparisons but using a range of Social Responsibility indicators.



Asia Pacific

Spotlight Singapore: A model for successful co-operation

A small island nation, yet the world's 5th most competitive economy, Singapore boasts a vibrant and growing co-operative movement that is both a key component of the nation's social and economic infrastructure and a model for commercially successful co-operation elsewhere.

Singapore's co-operatives are fortunate to count on full Government support yet co-operative success here seems to be anchored around two Global 300 giants, the NTUC FairPrice supermarket chain and NTUC Income, household names who by competing for market share and increasing profits have been able to fund their extensive social agendas.

Founded in 1925, the co-operative movement in Singapore faced its biggest economic challenge in the 1970's when the Middle East oil crisis exposed the nation to rapid inflation and a severe economic downturn. This prompted both the Government and Singaporean trade union movement to co-operate in founding the NTUC and the first peoples supermarket, set up to ring-fence Singaporean workers against inflation by providing affordable food and services.

So successful has the movement been that NTUC FairPrice now has 180 stores, an annual turnover of over US\$800 million and 5,000 employees, and NTUC Income is the largest insurer on the island and the highest-rated domestic insurer in Asia. Together they form the core of Singapore's 91 co-operatives who offer a wide range of goods and services to 1.6 million co-operative members (1 in 3 Singaporeans).

In 2006 NTUC FairPrice claimed S\$100 million in profits and of that S\$44 million was returned to consumers in the form of rebates and dividends.

In all, nearly S\$65 million was raised to help fund social programmes.

“Being successful as a business enterprise is necessary for us to perform our social role even more effectively.” NTUC Employment Director Lim Swee Say

Three groups of co-operatives represented nearly 80% of the Global 300 turnover

Food and Agriculture	32.6%
Retailing	24.7
Insurance	21.8%

Co-operative fact Asia Pacific

India has 236 million co-operative members > China has 180 million members > Malaysia has 5.4 million members which is 20% of the population



1 Seah Kian Peng, ICA Board and Chairman of Singapore National Co-operative Federation (SNCF) “We need to continually challenge ourselves as we exist in an intensely competitive and globalised world economy – one where all co-operatives have to compete against both public and private enterprises.”

2 Around 1 in 5 of all Japanese households belongs to a local retail co-op and 90% of all co-op members are women. Nearly 6 million households belong to one of the 1,788,000 Han groups.

3 In Japan agricultural co-operatives report outputs of US\$90 billion with 91% of all Japanese farmers in membership. 1 out of every 3 families is a member of a co-operative and there are 14 million consumer co-op members.

New ICA Asia Pacific President

Vice President of the All China Federation of Supply and Marketing Co-operatives, Li Chunsheng said on his new appointment as ICA Asia Pacific President “Co-operatives around the world are faced with a range of challenges and issues, which we must confront rather than pass on to future generations. Being trusted and supported by great friends and colleagues within our region and in the whole ICA world, I solemnly pledge to dedicate myself to the prosperity and success of the co-operative movement in the Asia-Pacific region and ICA global.”

Europe

Competitive advantage from co-operative values: The Emilia Romagna model

“It is not the size of a firm or the networks themselves that determine the success of our region. It is the attitude of co-operation that acts as the software which runs the system.”

Co-operator from Emilia Romagna, Italy

Thirty participants from 9 countries representing Global 300 listed co-operatives met at the first ever ICA global CEO Forum held appropriately at Imola, near Bologna in Italy in April 2006. The hosts SACMI - a Global 300 co-operative with a 1 billion Euro turnover in 2004 and a strong international market for their innovative industrial products, are synonymous with the extraordinary regeneration of the region of Emilia Romagna. The poorest region in Italy in 1970, it now ranks as the wealthiest, providing graphic illustration that co-operation is a highly effective strategy for meeting the many pressures facing communities in a global economy.

With 15,000 of Italy's 43,000 co-operatives, Emilia Romagna is one of Europe's most concentrated co-operative sectors, directly accounting for over 40% of the region's GDP and indirectly for much more. Housing co-ops and consumer co-ops are so numerous that they hold down prices, and most privatised social services are provided by employee co-ops (including 60% of home health care services) suggesting that a vibrant civil society and a successful commercial economy go hand in hand.

According to the regional finance minister the massive presence of co-operative firms is a stabilising factor in the regional economy.

Emilia Romagna boasts 90,000 small manufacturing and craft enterprises in a population of 4 million (compare New York State which has a quarter of that number in a population 4.5 times larger) and this dynamic network working co-operatively together has dramatically increased the combined performance of the region as a whole. This co-operative strategy in a fiercely competitive global market appears to be of more benefit to individual firms than direct competition.

Finnish co-operative groups within Pellervo were responsible for

- > **74%** of Finland's meat products
- > **96%** of dairy products
- > **50%** of the egg production
- > **34%** of forestry products
- > handled **34.2%** of the total deposits in Finnish banks.

Global 300 fact Emilia Romagna

In 1970, Emilia Romagna was near the bottom of Italy's 20 regions in economic performance. Today, it ranks first. > The region also ranks 10th of the European Union's 122 economic regions > its unemployment rate is lower in only 7 other European regions > Its per capita income is 30% higher than the national average and 27.6% higher than the EU average



1-2 Co-operatives are the foundation of the region's economic makeup. In Bologna, two out of three citizens are members of a co-operative, with most belonging to several. Co-operatives directly account for over 40% of the region's GDP. Indirectly, through their economic spin-offs and their involvement in production, distribution, training, and marketing networks, the co-operatives of Emilia Romagna account for a much higher contribution to the region's economy. John Restakis

Stefania Marcone

ICA and Legacoop's Champion for Gender Equality and Poverty reduction manages the International Relations office for Legacoop which represents 15,000 multi-sectoral co-operatives in Italy with 400,000 employees and 7 million members. At the New York UN Forum on the Eradication of Poverty she represented the ICA Global Campaign against Poverty and highlighted the overseas work of Legacoop that includes promoting Fair Trade, peace building, combating HIV/AIDS and supporting women's economic development through co-operatives. "There is a crucial role to play for a multilateral global body like the ICA and we should all contribute to making it stronger."

Africa | The CIC model

“I live, think and breathe co-operatives.”

Nelson C Kuria, whose dynamic leadership (and ICMIF support) transformed CIC Kenya into the market leader in Group Life and micro-insurance in Kenya believes that micro-insurance is now widely recognised as an important tool for poverty alleviation. Less well known, at least to Governments and Policy makers, is that CIC's meteoric rise is attributable to the co-operative business model. The company currently insures over a million co-operative members and over 250,000 clients of micro-finance institutions in Kenya. “Our success is a demonstration that the co-operative model can deliver insurance services effectively to the low income groups whereas commercial insurers consider them unviable.” It also demonstrates considerable innovation and the embedded competitive advantage CIC enjoys by being linked to Kenya's extensive co-operative network.

Nelson Kuria elaborates further: “In Kenya, the co-operative movement has played a major role in the economic empowerment of ordinary Kenyans by bringing them into the national grid of economic activity. Co-operatives have demonstrated their ability and effectiveness not only in poverty reduction but also in facilitating a fairer distribution of resources. Development, from a co-operative sense, means more than improving the lives of the poor, it involves greater human dignity, security, justice and equality. Co-operatives in Africa are more relevant than ever and are expected to play an increasingly important role in development.

“In Africa, our first priority is to raise the profile of the movement through mass education and communicating the successes of co-operative enterprises. We need to improve and promote good co-operative governance in order to develop effective and sustainable organisations, especially in the wake of economic liberalisation and globalisation. This will help improve the image of co-operatives and act as an incentive for many more people to join coops.

Innovate or perish.

“Another priority is to develop an enabling environment for co-operatives through appropriate policy and legislation. Governments should assist the development of the co-operative movement because of its importance in achieving their socio-economic agenda, especially under the Millennium Development Goals.”

Spotlight Kenya

The co-operative sector in Kenya employs 250,000 and has a membership of 5.9 million (1 in 5 Kenyans) but estimates suggest that at least 20 million Kenyans (or 63 % of the population) derive their livelihood indirectly from the Movement, whether from the large Co-operative Bank of Kenya and CIC, the agricultural co-ops, or the countless Savings and Credit Co-operative Organisations (or SACCOs).

Japan and Africa

Nobu Kitajama from the Japanese Health Co-operative Association (HCA-JCCU) visited the ICA in Burkina Faso to discuss how the Japanese health co-operative model could work in Africa. He plans to visit co-operative health clinics in Benin and elsewhere this year to see how his organisation can support the sector.

Co-operative fact Africa

In Kenya, co-operatives put their contribution to GDP at 45% with 31% of national savings and deposits. They have: > 70% of the coffee market > 76% of the dairy > 90% of pyrethrum and > 95% of cotton. > **In Benin**, FECECAM, a savings and credit co-operative federation, provided US\$16 million in rural loans in 2002.



1 Nelson C Kuria, whose dynamic leadership (and ICMIF support) transformed CIC Kenya into the market leader in group life and micro-insurance.

2 CIC Kenya offices. The company currently insures over a million co-operative members and over 250,000 clients of micro-finance institutions in Kenya.

3 A woman from Uganda able to start her business with a micro finance loan.

In Tanzania, the Co-operative Reform and Modernisation Program points out, “where women have participated actively, the cooperatives are more successful”. This has particularly been true in SACCOs, small credit banks, where women have demonstrated that they are good savers and borrowers.

Supporting co-operative organisations in Africa

The Swedish Co-operative Centre SCC has been supporting co-operative organisations in Africa since 1958 and helped the ICA establish the Regional Office in Africa. The first project was to link the Federation of Swedish Farmers (LRF) to the Kenya National Farmers Union in 1979, and support the establishment of national co-operative organisations in Zambia and Uganda.

Americas

Spotlight Canada and the Desjardins Group

“Co-ops are the best kept secret in Canada. It is astonishing how much co-operatives have contributed to the growth and vitality of our society.”

From Marketing the Co-operative Identity by John Restakis
(Regional Manager of British Columbia BCCA)

In British Columbia, co-operatives are playing an important role in the forestry sector, in transportation, in health care, and as an alternative model for the delivery of social services. Many communities would not survive without them.

At the national scale, the Canadian co-operative movement counts close to 16 million members out of a population of 32 million and represents assets totalling US\$184 billion. In the financial co-operative sector, Canada is one of the countries which has the largest number of credit union members in proportion to its population (close to 33%). One co-operative group, Desjardins, ranked 35 in the Global 300 with a CAN\$125 billion turnover, 40,000 employees and some 7,000 elected caisse officers is a remarkable model of how co-operatives can perform successfully as businesses without compromising their co-operative principles. Desjardins belongs to more than 5.7 million members and over the past three years has returned over CAN\$1.2 billion to its local communities and members in the form of patronage allocations, sponsorships, bursaries and donations, equal to 41% of its surplus earnings.

It is the only financial institution in Canada which has a policy for supporting regional economic development and succeeded in reinvigorating the economy of a small town located in a distant region by establishing a provincial student loan centre there rather than opting for a site in a major city. Desjardins supplied a new building, created 100 jobs and, now the largest private employer in that town, contributes CAN\$5,000,000 in wages to the region each year. The overseas development arm of the group, Développement international Desjardins (DID) is currently undertaking 60 or so projects in 22 countries.

Yet, when the Desjardins President Alban D'Amours met with federal Government officials from the Ministry of Finance in 2006 who were keen to find out more about the company, they were greatly surprised by the group's business performance!

The ICA Global 300 project which aims to research, profile and promote successful co-operatives and their contribution to national economies will, hopefully, spare ministerial blushes in future.

Co-operative fact Americas

In Brazil, co-operatives are responsible for > 40% of the agricultural GDP > 6% of total agribusiness exports > 7.5 million tons of exported agricultural products for a value of US\$2.83 billion to 137 countries.



1 Ranked 35 in the Global 300 with a turnover of CAN\$125 billion, the Desjardins Group has an overseas development arm, Développement international Desjardins (DID) which is currently undertaking 60 or so projects in 22 countries.

2 New tower blocks in different colours were built by the Coophab, a housing co-operative in Natal in Brazil.

3 Approximately 900 rural electric cooperatives own and maintain nearly half of the electric distribution lines in the U.S., cover 75 percent of the land mass and provide electricity to 37 million people. In 2003 the top 100 US co-operatives had combined revenues of US\$117 billion and approximately 30% of farmers' products in the US are marketed through 3,400 farmer-owned co-operatives

4 Diana Retana Villalobos, ICA Americas Communications Director. The Advocacy Guidelines have contributed to the greater visibility of co-operatives in the region and the renaissance of co-operatives in Latin America.



ICA Americas

At a Latin America Ministers summit held in Montevideo ministers signed a draft acknowledging the fundamental role of co-operatives in the social economy and their “principles of productivity, competitiveness, complementariness, solidarity and, primarily, social responsibility, which strengthen the participatory character of our democracies, generate jobs, support the fight against poverty and encourage integration and social cohesion - in particular, of women, young people, adults and those with disabilities.”

“It strikes me that co-operatives need to be more aggressive and outspoken about their business success and social performance. We need to make ourselves more visible at every level, amongst wider audiences.”

Alban D'Amours, CEO Desjardins Group, ranked 35 in the Global 300

Tsunami | Special Report

One year on

“My feelings of awe at the forces of nature and profound sadness at the sight of the mass graves were matched by a tremendous admiration for the people I met and their resilience. I was deeply moved by their commitment to rebuilding their lives.”

Jan-Eirik Imbsen, ICA Development Director, Indonesia 2006

When the Tsunami struck Aceh in December 2004 it took less than 3 hours to wipe out 1,150 schools, 490 bridges, 5800 km of road and leave 1500 villages without government. Less visible but equally acute were the psychological traumas experienced by 50% of the survivors. Revisiting Aceh to see the post-tsunami co-operative reconstruction programme in action, Jan-Eirik Imbsen and Tsunami Special Envoy Robby Tulus were pleased to find encouraging signs of co-operative resurgence.

“The community spirit manifest in the willingness of individual members to support their co-operative by donating land was really impressive and far from confined to co-operatives. During my visit, I was encouraged to see the co-operative principle of concern for community and the co-operative value of caring and sharing being practised.”

The co-operative movement has a strong record of responding to disasters, both during the immediate aftermath and in the long term sustainable rebuilding of communities and businesses – a role that Jan-Eirik discovered from his meetings with ministers is increasingly recognised by national governments and aid agencies.

“Last year the ICA undertook an in-depth survey in Banda Aceh that paved the way for programme proposals in which six co-operatives in three pilot areas were chosen as model projects. Assistance for fishermen was particularly urgent as they made up 50% of the estimated 600,000 people who lost their livelihoods. Helped by support funding from Co-operatives UK, local co-operatives have now become very active in the reconstruction process.”

Challenges like this enable the ICA to fulfil its core mission of promoting the co-operative values, encouraging co-operation between co-operatives and promoting sustainable development.

“I came away inspired by the modesty of the people and their determination to help themselves.”

The ICA would like to thank the co-operative world for responding to the appeals for assistance in rebuilding these communities.



1-2 At Bahrain Karya fishing co-operative in Pidie where men do the fishing and women buy, process and sell the fish. Here a cold storage unit is top of the wish list. Pak Ibnu Soedjono – who accompanied Jan Eirik Imbsen and Robby Tulus – sadly died in November 2006. A champion of the Indonesian Co-operative Movement, his tireless efforts to help Tsunami victims although he was approaching 80 were characteristic of his lifelong commitment.

3 Coconut farmers co-operatives on the Andaman and Nicobar islands were also devastated by the Tsunami. Co-ops UK, Singapore (NTUC Income), Israel, Negev Institute for Strategies of Peace and Development (NISPED) and others contributed significantly to the ICA Asia-Pacific fact-finding missions.

4 A new Palung – a house built on two boats where fishermen spend up to a week at sea – for Lhok Seudu Fishery in Aceh Besar, paid for by funds from Co-operatives UK. Another Palung is destined for the Bungong Jeumpa Fishery Co-operative who lost half their members in the tsunami. This co-operative includes surviving members of the Kami Sepakat Women's Credit Co-operative, mostly widows taking care of tsunami orphans and in real need of further support.

New ICA Protocol for natural disasters

In January 2006 at the COPAC meeting of co-operative development organisations in Colombo, Sri Lanka, ICA decided to develop a joint protocol for a coordinated co-operative response to natural disasters. The new protocol will focus on the positive reconstruction role that can be played by the international co-operative movement which also recognises the autonomy, independence and leadership of local co-operatives. A second tsunami which hit the southern coastal area of Java on Monday 17 July 2006 and devastated settlements along the coast underlines the importance of maintaining an ongoing, long term and sustainable reconstruction programme.

Sectors and the Global 300

Where the co-operative business model works

Agriculture, retail and financial institutions dominate the Global 300, these three broad groupings representing well over 80% of the total number of co-operatives and mutuals in the list.

Agriculture: Almost every one of the countries represented in the Global 300 has at least one agricultural co-operative or conglomerate in the provisional listing, demonstrating the almost universal application of the co-operative model to the agricultural sector throughout the world. Over one half of the agricultural co-operatives were based in the USA, with France, Germany and the Netherlands also having significant numbers. Japan and South Korea have very large agricultural co-operative conglomerates with Japan topping the list.

Finance: Financial institutions represent a little over a quarter of all businesses listed yet in terms of assets are the largest. The insurance sector is well represented by both co-operative and mutual organisations, either as stand alone businesses or as part of a wider conglomerate structure. Nearly one third of the insurance co-operatives and mutuals in the list are based in France and the UK. Europe and Japan have some very large co-operative banking groups and networks in the Global 300 and the USA and Canada a number of Credit Unions.

Retailing and Wholesaling: This is the third major sector in the Global 300, a little over a quarter of the list. It includes well known consumer co-operatives in Europe, in the UK, Italy, and Nordic countries as well as in Japan, North America and Singapore. Examples of large wholesale buying co-operatives are also to be found in the Global 300 and come from Germany, France, the USA and New Zealand.

Other Sectors: Energy, health services and manufacturing are also represented in the Global 300, from US rural electric co-operatives to manufacturing co-operatives in Spain and Italy. In Spain the Mondragon Corporation is not only involved in manufacturing, but also in a wide range of other activities including retailing and education. Established in 1956 and ranked 10 in the Global 300 the group has 264 companies and 88,880 employees.

Health mutuals and co-operatives from a range of European countries, plus North America also feature in the Global 300.

Global 300 fact Co-operative Banks

In 2004, co-operative banks in Europe had > over 150 millions clients (one third of the EU population) > 60,000 banking desks > 50 million members.



1 Gun-Britt Mårtensson, ICA Board member, ICA Housing Executive and Chair of the exemplary Nordic Housing Group HSB: Riksförbund, Sweden which consists of 4000 housing co-ops and 536,000 members

"ICA Housing must take on the role of providing opportunities for exchanging ideas, collecting good examples for benchmarking and highlighting the economic importance of co-operative housing to members and to society."

2 The banks play a pivotal role in local and regional economies by serving as a reference bank for farmers and financing 32% of European Small and Medium Enterprises (SMEs). In France, they have 60% of the market share for deposits, with substantially all of the French population holding an account or passbook with a co-operative bank; Co-operative banks in Germany have 21% of deposits and 30 million clients and in Italy 21% of deposits and nearly 8 million clients. The list goes on. Netherlands: 38% of deposits and 9 million clients; Austria: 33% of deposits and 4.3 million clients, Finland: 32% of deposits and more than 3 million clients, Switzerland: 17.5% of deposits and 2.5 million clients, Cyprus: 22% of deposits and 600,000 clients.

Spotlight: ICA Housing

Europe's market failure to provide affordable housing for all is an opportunity for co-operatives.

"Right now, it is extremely important to raise the visibility of co-operative housing in the European Union where housing, for the first time, is seen as one of the most important issues for those who wish to fulfil the Lisbon agenda (turning Europe into the most competitive region in the world). As for social housing we know that the market is failing to provide decent access to housing for all. This means that it is crucial to have the Europeans see that the solution is not social housing in the form of public housing alone but, more importantly, to give people tools to help themselves by saving, building and maintaining their own co-operatives.

"One key issue is, of course, reaching out to people in developing countries to spread the idea of co-operative housing. Most members of ICA Housing are already involved in bi- or multi-lateral projects to do this. The other issue is to maintain and improve the performance of existing housing co-ops. As in all parts of the co-operative movement we have to enhance and market the difference between co-operatives and those who try to steal our feathers."

Gun-Britt Mårtensson, ICA Board member

In Sweden, three out of five Swedes are members. There, co-operatives account for

- > **19%** of GNP
- > **53%** of the insurance market
- > **21%** of housing

Development and Gender

“All the development plans to achieve the Millennium Goals will come to nothing unless people are empowered – and the major organisational forms available to the working poor are co-operatives and trade unions.”

Mervyn Wilson, Principal of the UK Co-operative College

When they work, from the level of small-credit co-operatives in West Africa to giant Global 300 co-operative banks such as the Crédit Mutuel Group, France, co-operatives can deliver sustainable financial, social and environmental dividends to their communities.

Furthermore, as the success of Kenya's micro-finance co-operative CIC demonstrates, when co-operatives recognise the poor as potential business customers as well as social customers, this market innovation enables them not only to compete successfully with other private sector models but gives them a co-operative advantage.

Gender equality and the promotion of co-ops in the informal economy are two strands of a new co-op strategic plan for Africa developed by African members of the ICA and launched at a regional assembly held last November in Cape Verde. This plan also emphasises the role of co-ops in the fight against HIV/AIDS, the promotion of good governance within co-ops and the development of inter-co-operative exchange. The main targets are village groups, small agricultural producers, women, young people, craftsmen, savers and consumers – all likely to be people on modest incomes. One task in each country is to ensure that the place of co-ops is adequately recognised in the 'Poverty Reduction Strategy Papers' (PRSPs) which developing countries are currently being encouraged to develop.

Women tend to be over-represented in the informal economy and, as ICA's Esther Gicheru points out, co-ops have a particularly valuable role to play in working for the empowerment of women. "Reality has demonstrated the value of women managers and the key role women members play in the activities of co-operatives. It is time to do more to promote women to leadership positions in co-operatives. Gender equality is key to strengthening co-operatives."



1 ICA's Asia-Pacific region has a very active and effective Women's Committee chaired by former ICA Board member Rahaiah Baheran from Malaysia. The main activities for 2006 included a meeting of the ICA Regional Women's Committee in Colombo, Sri Lanka in August.

2 Esther Gicheru, on the ICA Global Audit and Control Committee and the Principal of the Co-operative College of Kenya, which offers residential courses for managers of agricultural co-ops and SACCOs is clear about the potential of co-ops. "For the poor in Africa, co-operatives can provide a much needed opportunity for self-determination and empowerment."

3 Savitri Singh, ICA Asia & Pacific Gender Programme Advisor.

Women's Co-operatives a success

In many parts of the world and in Asia in particular women have formed their own co-operatives. In India alone there are more than 8000 women's co-operatives formed for credit, handicrafts and food. Women function well as a group and there is evidence that they are more efficient than men as managers! In a study of co-operatives in Thailand over 70% of the managers of rural co-operatives were women. Such societies are common in Thailand, Indonesia, Bangladesh and the Philippines and in India women have formed their own co-operative banks, managed exclusively by women board members and employees, of which the majority are successful. In Maharashtra alone there are more than 40 such banks and in the country nearly 200. One such bank in Pune was independently rated the most successful bank in the country.

“Co-operation represents a tool for millions of women to become more visible in society and in the economy. We are a powerful agent for change.”

Stefania Marcone, formerly on the ICA board and now Chair of the Gender Equality Committee

Turning the tide

on Demutualisation

“The longevity of many Global 300 financial institutions demonstrates how, away from a concern for share prices or shareholder dividends, They can succeed by developing successful long-term business strategies.”

Adrian Coles, Director-General of the UK Building Societies Association

The Global 300 landscape has changed. The equivalent ranking in 1980 would have looked very different. This is partially accounted for by the pace and scale of change brought about by globalization and the vulnerability and exposure of all businesses, including co-ops, to market forces if they are not run profitably.

Nevertheless, the strength of the global co-operative movement and the demonstrable success of the co-operative business model in so many sectors revealed by Global 300 raises questions. Why the drift towards demutualisation in the last two decades? Why aren't institutions re-mutualising, or simply mutualising? The answer may lie in poor communication. Whereas corporations have been quick to appropriate value based marketing to increase their profits, co-ops have been slow to encourage members to value their mutuality and communicate co-operative values. Research by the Association of Mutual Insurers (AMI) highlighted that 65% of the UK population does not understand the reasons behind an organisation choosing to remain a mutual or convert to a plc. This is changing. A study of 97 companies in 11 countries within the European market shows that mutuals outperform stockholder companies in greater claims payments, lower costs and better overall financial performance.

Spotlight UK

Mutuals in the UK have been outperforming plc's for some time. This is not a surprise as they do not have the extra costs of a plc such as higher salaries and remuneration packages for executives, or dividends to shareholders.

9 of the 10 top performing funds over the past 25 years are run by mutuals with the 'mutual advantage', according to ICMIF, equating to £14,207 (or 22%) for investing members.

ICMIF adds "Global300 reminds us of the worldwide importance of mutual companies, which together hold 25% of the global insurance market. In Britain, mutual insurers are a powerful force, with thirteen million policy holders and over £82 billion in assets. We are very much a part of the future, not the past."

Of the UK model, Adrian Coles of the BSA notes "It took the demutualisations to shake the remaining mutuals out of their complacency – that is the last thing you would accuse them of now."

Spotlight USA

Paul Hazen, CEO of the National Co-operative Business Association argues for a combined international task force that can fight demutualisation wherever it occurs.

"Co-ops have the right to convert. But member owners need to be fully informed of what is being proposed. Members lose in two ways from conversions: they lose control of a business they previously owned, and they will eventually see higher interest rates on loans and lower interest rates on savings."

NCBA has lobbied for increased disclosure of the details of conversions and has opposed several recent high profile conversion attempts amid signs that the demutualisation tide is turning.

Hefty cash payments and stock options for a co-op's board and leadership are often the end-result behind conversions. And members aren't always privy to the details of the packages available to the leadership. According to Paul "Credit union conversions violate co-op principles because they are involuntary, undemocratic, and harmful to the community."

NCBA is building a cross-sector database of thousands of committed co-op advocates who can be rallied to explain to members what's at stake in conversions. A USA study on Strengthening Co-operative Business Structures concluded that a co-operative's level of commitment to its members and its community, and member trust and awareness of the co-op varies inversely with the likelihood of conversion.

Co-operative fact USA

270 telephone co-operatives provide service to two million households > **250 purchasing co-operatives** offer group buying and shared services to more than 50,000 independent businesses > **More than 6,400 housing co-operatives** provide homes for 1.5 million households > **Nearly 10,000 U.S. credit unions** have 84 million members and assets in excess of US\$600 billion.



1 Fighting demutualisation at Lafayette. According to **Paul Hazen**, CEO of NCBA "The board's decision to abandon plans to convert Lafayette Federal Credit Union to a mutual savings bank was a victory for the members, the co-operative business model, and the democratic process."

2 Part of the future, not the past. 28 members of ICMIF featured in the Global 300 with Zenkyoren, Japan ranked 2nd, Nationwide Mutual Insurance USA 4th, NACF, Korea 5th and the Co-operative Group UK, 9th. **Shaun Tarbuck**, ICMIF CEO says "I look forward to working closely with the ICA in the future to ensure that the mutual and insurance sector data is provided."

3 In the USA more than 1,000 mutual insurance companies, with more than US\$80 billion in net written premiums, are owned by their policyholders. **In the UK** mutual insurers have 13 million policy holders with £82 billion in assets. "Britain was the birthplace of the idea of co-operatively-run businesses and it is heartening to see British businesses featuring so strongly in the Global 300." Dame Pauline Green, Chief Executive of Co-operatives UK and Vice President of Co-operatives Europe

Communicating

the Co-operative business model

Two champions of the global co-operative movement outline the communication challenge facing co-ops in the 21st century.

Alban D'Amours

President and CEO of the Desjardins Group, Canada's sixth largest financial institution with assets totalling over CAN\$125 billion.

"I am a keen defender of the co-operative business model. I believe in its numerous virtues, its efficiency and its relevance in today's world. It benefits local communities directly, ensuring sustainable development and employment as well as equitable health distribution. Our belief at Desjardins is that co-operatives can be very competitive in terms of financial and social outcomes.

There is a great need at the international level to make the business case for co-operatives and to promote their success and huge contribution to local communities, to show how they can become significant partners of governments in the fight against poverty, exclusion, or in employment creation, and how they can make a difference in the many forms of return they make to the local communities, rather than profits that return to foreign investors.

To do that, we need updated data – the only way we can really appreciate the success, financial and social, of co-operatives.

The ICA Global 300 project is an example of an initiative to help promote the co-operative business model and ensure it is more visible at a global level.

We need economic indicators and financial ratings to hand. We must also monitor the evolution of the co-operative movement. Are there more co-operatives now than 10 years ago? What are the characteristics and business models of successful co-operatives? What are the key trends affecting co-ops and how can we better anticipate the issues likely to shape and ensure their future? The movement needs to find answers to the questions and to access reliable data.

It strikes me that co-operatives need to be more aggressive and outspoken about their business success and social performance. We need to make ourselves more visible at every level, amongst wider audiences. The co-operative movement has a lot of work to do and we can do it more effectively by working together."

Global 300 fact Korea

In Korea agricultural co-operatives have > a membership of over 2 million farmers (90% of all farmers) > an output of US\$11 billion. > **The Korean fishery co-operatives** also report a market share of 71%.



1 Jean-Louis Bancel, ICBA President and former Chair of ICMIF

2 Alban D'Amours, President and CEO of the Desjardins Group and ICA Board member

Jean-Louis Bancel

ICBA President and former Chair of ICMIF has a long history with the French co-operative banking and mutual sector, responsible for 60% of banking in France and widely referenced as the model for co-operative success.

"The major challenge for co-ops and mutuals today is to keep our structures alive and at the forefront of innovation and public visibility. We have to continually reinforce the value of being an active member. In countries like France, which have strong mutual and co-operative movements, we should also be active at the international level (through organisations like ICA) assisting other countries, where there is still much to be done. I believe ICMIF's success is because firstly, members know each other, and secondly, members are able to act together. We are a federation of insurers with co-operative principles and mindsets, who believe it is our duty to back members in creating or consolidating new mutual or co-operative insurers anywhere in the world, especially in developing countries. An example of this is the phenomenal growth of Islamic (Takaful) insurance which is estimated to be worth around US\$14 billion by 2015.

It is a pleasure to see that in some countries, like the UK, there is a revival in the co-operative and mutual spirit. We need to think deeply about what it means to be a co-operative. To compete, our enterprises must grow and adapt their structure. But our focus must remain, foremost, on serving members interests. Co-ops and mutuals must work together, exchange best practice and remain committed to mutual and co-operative principles, even if we adapt them to our changing world."

"Profiling successful individual co-operatives from the Global 300 listings will give us a better understanding of their business dynamic and enable us to promote the co-operative business model."

Garry Cronan, Director Global 300

Co-operatives and Climate Change

Climatic and other environmental changes are widely perceived to be one of the greatest threats to humankind. The next 15-30 years will be critical in reducing greenhouse gas emissions – which have increased by 70% since 1970 – in order to stabilise the climate and avoid degrading the natural capital of the planet for future generations.

All ICA sectors, from the banking and insurance industries, fishing, tourism, housing and (perhaps most acutely) agriculture, have recognised risks in the pace and scale of environmental change – as well as opportunities – hence the pressing need to address the challenge collectively. Global solutions will involve unprecedented co-operation between countries, regions and businesses. As the debates continue over the necessary protocols, methodologies and technologies necessary to achieve sustainable development of the global economy, ICA aims to demonstrate to policy makers how the co-operative movement has been, and will continue to be, the natural champions for sustainable development.

Not only is the co-operative business model uniquely capable of delivering the triple bottom line: financial, social and environmental dividends to its members, but progressive Global 300 companies such as the Co-operative Bank and Desjardins, who adopted a 'zero carbon – zero waste' principle at their last AGM, are leading the world in their commitment to find solutions at home.

In 10 years time the landscape for alternative energy will be transformed. Global 300 companies cannot overlook the opportunities. Their co-operative advantage may also lie in the international network of like minded businesses with the potential to engage collaboratively in carbon trading, alternative technology transfer and innovative carbon offsetting schemes.

But can developing countries, and communities which have little or no electricity, wait for the transition to a low carbon future? What of clean coal and nuclear energy? The de-forestation associated with bio-fuels? The fear of slave wages re-associated with the sugarcane and ethanol market? Is it fair to expect fuel-poor communities, including rural electricity co-ops in the US, to abandon fossil fuels now if it means adding 50% to their energy bills? This and many other aspects of this key debate need to be addressed at the General Assembly in Singapore in October 2007.

Helping the planet in 2006...

In Europe, 22 co-ops created a Union of biomass co-ops in Picardie, France and Co-operatives UK became key partners in The Carbon Challenge, encouraging businesses to join them in a rapid transition to a low carbon economy. The Co-operative Bank UK, which offsets its own carbon emissions, campaigned with Friends of the Earth on The Big Ask campaign and the bank's sister company CIS converted a Manchester skyscraper into Europe's largest vertical solar array.

In the Punjab, India, Panjkoshi, a small village of 6300 people adopted by the IFFCO Foundation in 2004 as a 'model' village, saw their bio-gas plant revamped and transformed into a source of gas for the village.

In Victoria, Australia, community owned and operated wind farms, such as the Hepburn Regional Energy Association will generate enough energy to power over 2,000 homes.

In North America, co-operatives are committing to purchase their energy from renewable sources and in some cases to generate it themselves. Farmers in South Dakota and Iowa raised US\$3 million to build one of the first ethanol plants in 1995. Today, that 100% farmer owned Agri-energy co-operative is a hub of green and bio-energy projects.



ICA Youth



ICA Youth Leader Juan Carlos Mejia Cuartas explains his role.

I need to identify the experiences of young co-operators all over the world, which means learning a little of what they do and what they need, and then connecting them with other similar or complementary experiences so they can interact and grow. It has been a very satisfying role.

So far, I have contributed to making connections between Nigeria and the USA, linking Indonesia with Japan and

networking among Argentinean co-operative youth organisations. I'm also working on a project with Mexican youth.

From my own experience the university co-operatives in Canada and Japan are amazing examples of inclusion, innovation, and representation of interests and the profitability of co-operative business oriented to youth. I also have to mention the Co-operative Youth Network in Argentina, composed of farmers' sons and daughters who gather to solve problems related to agriculture in their region. The network has managed to integrate with similar experiences in Uruguay and Paraguay. In Colombia there are many interesting examples in different fields: Youth groups, Youth networks, and school programmes that teach young people about the co-operative philosophy so that they develop values like discipline, foresight, self commitment, democracy and leadership.



International Co-operative Alliance



Financial statements

for the year ended
31.12.2006



Independent auditors' report

4 May 2007
Geneva

**To the Board of the Association
International Co-operative Alliance, Geneva, Switzerland**

We have audited the accounting records (balance sheet, statement of income and expenses and statement of changes in funds and reserves and notes) of International Co-operative Alliance for the year ended December 31, 2006.

These financial statements are the responsibility of the board of the association. Our responsibility is to express an opinion on these matters based on our audit. We confirm that we meet the requirements concerning professional qualification and independence.

Our audit was conducted in accordance with auditing standards promulgated by the Swiss profession, which require that an audit be planned and performed to obtain reasonable assurance about whether the financial statements are free from material misstatement. We have examined on a test basis evidence supporting the amounts and disclosures in the financial statements. We have also assessed the accounting principles used, significant estimates made and the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the accounting records and the financial statements comply with Swiss law and the articles of the association.

Ernst & Young Ltd

Philippe Stöckli
Swiss Chartered Accountant
(in charge of the audit)

Thomas Madoery
Economiste d'entreprise ESCEA

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

Balance sheet as at 31.12.2006

	Notes	31.12.2006 CHF	31.12.2005 CHF
Assets			
Current assets			
Cash and cash equivalents	3	3'568'783	3'374'941
Accounts receivable and advances	4	312'585	122'155
Prepayments		48'552	32'654
Total current assets		3'929'920	3'529'750
Non current assets			
Property, plant and equipment, net	5	19'055	63'937
Intangible assets, net	6	—	17'726
Deposits and guarantees	7	47'150	43'077
Total non current assets		66'205	124'740
Total assets		3'996'125	3'654'490
Liabilities, Funds and Reserves			
Liabilities			
Membership organisation creditors		335'637	302'282
Accounts payable		158'573	348'856
Accruals and deferrals		518'903	433'866
Deferred development support	2b	1'348'916	626'386
Deferred membership fees		54'179	56'420
Total liabilities		2'416'208	1'767'811
Funds and reserves			
Accumulated surplus	10	1'503'205	253'573
Global reserve	10	—	1'200'000
Special fund	9	140'000	350'800
Cumulative exchange difference		(53'854)	(67'325)
Net (deficit) surplus for the year		(9'434)	149'631
Total funds and reserves		1'579'918	1'886'679
Total liabilities, funds and reserves		3'996'125	3'654'490

Statement of income and expenses for the year ended 31.12.2006

	Notes	31.12.2006 CHF	31.12.2005 CHF
Income			
Subscriptions		2'882'567	2'963'889
Meeting revenues		223'719	696'927
Administrative contributions		140'869	195'030
Expense cover		215'461	139'793
Financial income		8'399	7'124
Special financial contributions	8	30'464	39'858
Other income		213'911	178'806
Total Income		3'715'390	4'221'427
Expenses			
Personnel expenses		(2'245'520)	(2'209'351)
Travel expenses		(270'958)	(319'712)
Premises & general office expenses		(345'583)	(377'400)
IT & telecom		(293'652)	(234'169)
External services		(308'844)	(365'522)
Meeting expenses		(203'745)	(257'235)
Financial expenses		(10'215)	(13'197)
Depreciation & amortization		(65'068)	(45'282)
Exchange losses		(1'216)	(15'103)
Other expenses		(190'761)	(24'000)
Total Expenses		(3'935'562)	(3'860'972)
(Deficit) surplus from operations		(220'172)	360'455
Development activity			
Development funds		1'841'746	1'682'495
Projects support		(1'841'808)	(1'682'519)
Result from development activity		(62)	(24)
Net (deficit) surplus for the year, before allocation		(220'234)	360'431
Utilisation from (allocation to) special fund	9	210'800	(210'800)
Net (deficit) surplus for the year, after allocation		(9'434)	149'631

Statement of changes in funds and reserves

for the year ended 31.12. 2006

	Accumulated surplus	Global Reserve	Special Fund	Cumulative exchange difference	Net surplus for the year year after allocation	Total Funds and Reserves
	CHF	CHF	CHF	CHF	CHF	CHF
Balances at 1 Jan 2005	304'279	800'000	140'000	(67'325)	349'294	1'526'248
Reversal previous year net surplus	349'294	—	—	—	(349'294)	—
Allocation to global reserve	(400'000)	400'000	—	—	—	—
Net surplus for the year	—	—	—	—	360'431	360'431
Cumulative exchange difference	—	—	—	—	—	—
Allocation to special fund	—	—	210'800	—	(210'800)	—
Balances at 31 Dec 2005	253'573	1'200'000	350'800	(67'325)	149'631	1'886'679
Reversal previous year net surplus	149'631	—	—	—	(149'631)	—
Reversal global reserve	1'200'000	(1'200'000)	—	—	—	—
Reserve distribution	(100'000)	—	—	—	—	(100'000)
Net deficit for the year	—	—	—	—	(220'234)	(220'234)
Cumulative exchange difference	—	—	—	13'471	—	13'471
Allocation to special fund	—	—	(210'800)	—	210'800	—
Balances at 31 Dec 2006	1'503'205	—	140'000	(53'854)	(9'434)	1'579'917

Notes to the financial statements

31.12. 2006

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).

At the end of 2006, the ICA is composed of one Head Office and three Regional Offices ('branches').

Head Office Route des Morillons 15
1218 Grand-Saconnex, Switzerland

Regional Offices

Asia and the Pacific	New Delhi, India
Africa	Nairobi, Kenya
The Americas	San Jose, Costa Rica

As from 7 March 2006, the European office function has been transferred to Cooperatives Europe, Brussels, Belgium. Cooperatives Europe has a separated legal entity and its accounts are not included in these statements.

The assets in the European office were fully depreciated during the year for an accelerated depreciation of CHF 5'995 in view of the transfer to Cooperatives Europe as from 1st January 2007 for one symbolic Euro.

As from 1st January 2007, a signed memorandum of understanding is in place to formalize the relationship between the ICA and Cooperatives Europe which became the European region of the ICA. In accordance with its terms, 75% of the reserves attributed to Europe, or CHF 183'846, will be transferred to a Cooperative Europe bank account around mid-May 2007.

This will impact ICA funds and reserves accordingly.

The ICA is organised as an association, corporate body regulated by Articles 60-79 of the Swiss Civil Code. As of December 31, 2006, the ICA employed 25 staff (2005: 27 staff), from which 7 staff (2005: 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 4 May 2007.

2 Summary of significant accounting policies

The accounting policies have been consistently applied by the ICA.

a. Accounting convention

These financial statements have been prepared under the historical cost convention in Swiss Francs. During the year, the Board authorised the switch from IFRS to Swiss law. As such, the financial statements have been prepared in accordance with Swiss law, effective as of January 1, 2006. There was no financial impact as a result of this change.

b. Development funds

The funds received from ICA's development partners are deferred for accounting and reporting purposes, as deferred development support and charged to the income and expenses development accounts over the life of the underlying project.

c. Foreign currency translation

The accounting records of the 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 if a loss, and deferred on the balance sheet if a gain.

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 funds and reserves.

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. Financial income is recorded on an accrual basis. Other income including revenues from publications and services are recorded as publications are delivered and when services are provided. 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.

Notes to the financial statements

31.12. 2006

e. Property, plant and equipment

Property, plant and equipment 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 and furniture 3 to 4 years

Motor vehicles 3 years

Property, plant and equipment acquired using donors' funds to support specific projects are fully depreciated during the year of acquisition. The depreciation charge is included as part of the development projects support.

f. Intangible assets

Intangible 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:

Software 3 to 4 years

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, 2006 amounted to CHF 149'302 (2005 CHF 164'560), 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, the African regional office is 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.

i. Contributed facilities and services

Facilities and services that are provided by members or third parties which can be accurately valued are recorded as revenue, whereas those that cannot be accurately valued are not included in the financial statements.

j. Lease

Leases where the lessor retains substantially all the risks and benefits of ownership of the asset are classified as operating leases. Operating lease payments are recognised as an expense in the statement of income and expenses on a straight-line basis over the lease term.

3 Cash and cash equivalents

Cash and cash equivalents 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. The restricted cash portion relates to the gratuities/pension accrued and the funds the ICA manages on account of the Sectoral organisations and the Thematic committees

	31.12.2006 CHF	31.12.2005 CHF
Cash in hand and current accounts	2'918'397	2'849'714
Restricted cash	571'286	480'367
Short-term deposits	79'099	44'860
	3'568'783	3'374'941

4 Accounts receivable and advances

	31.12.2006 CHF	31.12.2005 CHF
Accounts receivable	551	10'033
Staff advances	13'352	11'872
Advance to sectoral organisations	134'890	–
Other receivables and advances	163'792	100'249
	312'585	122'155

Notes to the financial statements

31.12.2006

5 Property, plant and equipment, net

	Motor vehicles CHF	Office equipment and furniture CHF	Total CHF
Cost			
Balance at 31 Dec 2004	39'537	803'315	842'852
Additions	–	38'354	38'354
Transfer	26'594	(26'594)	–
Translation adjustment	(6'935)	(7'499)	(14'434)
Disposals	(1'685)	(240'046)	(241'731)
Balance at 31 Dec 2005	57'511	567'531	625'042
Additions	–	4'322	4'322
Translation adjustment	374	(277)	97
Disposals	–	(67'243)	(67'243)
Balance at 31 Dec 2006	57'885	504'333	562'218
Accumulated depreciation			
Balance at 31 Dec 2004	39'537	731'991	771'528
Charge for the year	–	39'048	39'048
Transfer	26'594	(26'594)	–
Translation adjustment	(6'935)	(7'499)	(14'434)
Disposals	(1'685)	(233'352)	(235'037)
Balance at 31 Dec 2005	57'511	503'594	561'105
Charge for the year	–	47'498	47'498
Translation adjustment	374	1'429	1'803
Disposals	–	(67'243)	(67'243)
Balance at 31 Dec 2006	57'885	485'278	543'163
Net book value			
At 31 Dec 2006	–	19'055	19'055
At 31 Dec 2005	–	63'937	63'937

6 Intangible assets, net

	Software CHF
Cost	
Balance at 31 Dec 2004	106'008
Disposal	(14'207)
Additions	23'150
Translation adjustment	5'179
Balance at 31 Dec 2005	120'129
Translation adjustment	(761)
Balance at 31 Dec 2006	119'368
Amortization	
Balance at 31 Dec 2004	105'558
Disposal	(14'207)
Charge for the year	5'874
Translation adjustment	5'179
Balance at 31 Dec 2005	102'403
Disposal	–
Charge for the year	17'570
Translation adjustment	(605)
Balance at 31 Dec 2006	119'368
Net book value	
At 31 Dec 2006	–
At 31 Dec 2005	17'726

7 Deposits and guarantees

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

8 Special financial contributions

During the year 2006 certain members of the ICA made special contributions totalling CHF 30'464 (2005: CHF 39'858) 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.

9 Allocation to (use of) special fund

The Board approved last 6 March 2006 both the allocation in 2005 and the use in 2006 of a special fund of CHF 210'800, created to account for events which have a two years lifespan.

10 Funds & reserves

ICA funds and reserves reported a specific portion representing the liquidity portion of ICA reserves, accumulated at the head office in Geneva. An amount of CHF 1'200'000 was already set aside at the end of 2005. In 2006, the Board approved the cancellation of internal positions between head office and the regions, through the use of the funds and reserves accumulated at the head office. This explains the reclassification from the global reserve to the accumulated surplus where this operation had no impact on ICA finances. In 2005 the Board authorised the distribution of CHF 100'000 of reserves to support and ease the European situation. This amount was distributed to Cooperatives Europe in 2006 and reduced ICA funds and reserves accordingly.

11 Commitments

At December 31 2006, the ICA is committed with respect to rental agreements for an amount of CHF 73'176 (6 months) and CHF 17'111 (27 months) lease copier machine.

ICA President

Ivano Barberini
Legacoop, Italy

ICA Vice-Presidents

Africa

Stanley Muchiri
Co-operative Bank of Kenya

Americas

Carlos Palacino
Saludcoop, Colombia

Asia/Pacific

Li Chunsheng
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

Alban d'Amours
Desjardins Group, Canada

Jean-Claude Dettileux
Crédit Coopératif, France

Steinar Dvergsdal
Federation of Norwegian Agricultural Co-operatives

Paul Hazen
National Cooperative Business Association, USA

Ramón Zúñiga Imperial
Caja Popular Mexicana (CPM), Mexico

Gun-Britt Martensson
HSB: Riksförbundet (Union of Housing Co-operatives), Sweden

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

Maria Lourdes Ortellado Sienra
Cooperativa Universitaria Ltda, Paraguay

Janusz Paszkowski
National Auditing Union of Workers' Co-operatives (NAUWC), Poland

Seah Kian Peng
Singapore National Co-operative Federation, Singapore

Felice Scalvini
Confcooperative, Italy

Elisabeth Aba Smith
Ghana Co-operative Council, Ghana

Américo Utumi
Sao Paulo State Co-operative Organisation, Brazil

Juan Carlos Mejia Cuartas
Youth Representative, Colombia

ICA staff including project and seconded staff as at 31.12. 2006

ICA Head Office

Iain Macdonald [Director-General](#)
 Maria Elena Chávez Hertig [Deputy Director-General \(50% ICA - 50% ILO\)](#)
 Guy Malacrida [Director of Finance & Administration](#)
 Jan-Eirik Imbsen [Director of Development](#)
 Garry Cronan [Director of Communications & Intelligence Services](#)
 Gretchen Warner [Membership & Data Systems Officer](#)
 Marie-Claude Baan [Office Administrator \(part time 60%\)](#)
 Hassan Kashef [Financial Analyst \(50%\)](#)
 Patricia Vaucher [Assistant to DG \(60%\)](#)
Secondment:
 Kim Jin-Kook [Sectoral Organisations Manager & Agricultural Advisor \(NACF\)](#)
 Iustina Ionel [Financial Analyst \(20%\) Canton of Geneva](#)

ICA Africa

Ada Souleymane Kibora [Regional Director](#)
 Stephen Kayima Kiwanuka [Project Manager, Advocacy & Networking](#)
 Anne N. Mutisya [Project Manager, Policy & Research](#)
 Salome Wavinya Kimeu [Administrative Assistant](#)
 Nicodemus Kokolya [Accountant Assistant \(25%\)](#)
 Jackson Muumbi [Driver](#)
 Japheth K. Onyango [Office Attendant](#)
 Eugénie Djibo-Zongo [Representative for West Africa](#)
 Mariame Yaonda [Finance & Administrative Assistant, West Africa Office](#)

ICA Americas

Manuel Mariño [Regional Director](#)
 Jenifer Soto [Membership and RD PA](#)
 Patricia Arias [Project Manager, Banking \(until end of March 2006\)](#)
 Francia Borowy [Project Manager, Gender and Youth](#)

Marcelo Chavarria [Project Manager \(until end of September 2006\)](#)
 Paula Manzanares [Office Keeper](#)
 Johnny Melendez [Finance & Administration](#)
 Alberto Mora [Project Manager](#)
 Carlos Quintero [Office Assistant](#)
 Diana Retana [Communications](#)

ICA Asia-Pacific

Shil Kwan Lee [Regional Director](#)
 Rajiv Mehta [Director](#)
 B.D. Sharma [Senior Advisor](#)
 Archana Gupta [Librarian and Documentation Officer](#)
 Sanjay Gupta [Accounts Assistant](#)
 Kulbhushan Kukreja [Finance Officer](#)
 Prem Kumar [Manager Administration & Advisor of the Japan Management Course](#)
 Purushothaman Nair [Communication Officer](#)
 K. Sethu Madhavan [Planning Officer/ Assistant to RD](#)
 Neela Sharma [Receptionist and General Assistant](#)
 A.K. Taneja [Programme Officer](#)
Secondment:
 Savitri Singh [Gender Programme Advisor \(NCUI\)](#)
 Chang Hyun Kim [Agricultural Advisor \(Business Office Singapore\) \(NACF\)](#)
 Tsubasa Nakamura [Special Advisor \(JCCU\)](#)

Co-operatives Europe (ICA Europe)

Rainer Schlüter [Regional Director \(80%\)](#)
 Agnès Mathis [Deputy Director/Consultation & Legal \(80%\)](#)
 Antonina Guarella [Office Manager, Members' Services & Statutory Activities.](#)
 Ray Collins [Communication \(50%\)](#)
 Julien Lainé-Pradines [Communication \(70%\)](#)
 Marc Noël [EU Projects, Development \(80%\)](#)
 Karima Oumakhlouf [translator \(40%\)](#)
 Thomas Fröbel [Finance Project \(1 month\)](#)
 Choung Marc [Accounting support \(10%\)](#)

ICA members as at 31.12. 2006

Argentina

- Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)
- Federación Argentina de Cooperativas de Consumo (FACC)
- Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda. (IMFC)
- La Segunda Cooperativa Limitada Seguros Generales
- Sancor Cooperativa de Seguros Ltda

Australia

- Capricorn Society Ltd

Austria

- Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv)

Bangladesh

- Bangladesh Jatiya Samabaya Union (BJSU)

Belarus (Republic of)

- Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)

Belgium

- Arcopar SCRL
- Fédération Belge de l'économie sociale et coopérative (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)

Bolivia

- Cooperativa de Ahorro y Crédito "Jesús Nazareno" Ltda. (CJN)
- Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.)
- Cooperativa La Merced Ltda.
- Cooperativa Rural de Electrificación Ltda. (CRE)

Botswana

- Botswana Co-operative Association (BOCA)

Brazil

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

Bulgaria

- Central Co-operative Union (CCU)
- National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB)

Burkina Faso

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

Cameroon

- Mutuelle pour la Promotion de l'Epargne et du Crédit d'Investissement (MUPECI)

Canada

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

Cape Verde (Republic of)

- Federação Nacional das Cooperativas de Consumo (FENACOOOP)

Chile

- COOPEUCH Cooperativa de Ahorro y Crédito

China (People's Republic of)

- All China Federation Of Supply & Marketing Co-operatives (ACFSMC)

Colombia

- Asociación Colombiana de Cooperativas (ASCOOP)
- Casa Nacional del Profesor (CANAPRO)
- Confederación de Cooperativas de Colombia (CONFECOOP)
- Cooperativa del Magisterio (CODEMA)
- Cooperativa Médica del Valle y Profesionales de Colombia (COOMEVA)
- Corporación Gimnasio Los Pinos
- Efectiva, Soluciones y Alternativas Comerciales
- Entidad Promotora de Salud Organismo Cooperativo (SaludCoop EPS)
- La Equidad Seguros
- Progressa Entidad Cooperativa de los Empleados de Saludcoop

ICA members

as at 31.12. 2006

Costa Rica

- Banco Popular y de Desarrollo Comunal (BPDC)
- Federación de Cooperativas de Ahorro y Crédito de Costa Rica R.L. (FEDEAC, R.L.)

Côte d'Ivoire

- Société Coopérative d'Agboville (SCAGBO)
- Union Régionale des Entreprises Coopératives de la Zone des Savanes (URECOS-CI)

Croatia

- Croatian Association of Co-operatives (Hrvatski Savez Zadruga)

Cyprus

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

Czech Republic

- Co-operative Association of the Czech Republic

Denmark

- Danish Agricultural Council (Landbrugsraadet)
- FDB Consumer Co-operative Denmark
- Kooperationen

Dominican Republic

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

Ecuador

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

Egypt (Arab Republic of)

- Central Agricultural Co-operative Union (CACU)
- 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

- Estonian Co-operative Association (ECA)

Finland

- Pellervo, Confederation of Finnish Co-operatives
- SOK Association SOKL (Finnish Co-operative Union)

France

- Confédération Générale des Scop
- Confédération Nationale de la Mutualité, de la Coopération et du Crédit Agricoles (CNMCCA)
- Confédération Nationale du Crédit Mutuel
- Crédit Coopératif
- Fédération Nationale des Coopératives de Consommateurs (FNCC)
- Groupement National de la Coopération (GNC)

Georgia

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

Germany

- Deutscher Genossenschafts- und Raiffeisenverband e.V. (DGRV)
- GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.
- Konsumverband eG
- Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)

Ghana

- Ghana Co-operative Council

Haiti

- Conseil National des Coopératives (C.N.C.)

Honduras

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

Hungary

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

India

- Indian Farmers Fertiliser Co-operative (IFFCO)
- Krishak Bharati Co-operative Ltd. (KRIBHCO)
- National Agricultural Co-operative Marketing Federation of India (NAFED)
- National Co-operative Agriculture & Rural Development Banks' Federation Ltd (NCARDB Federation)
- 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) (Indonesia 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 (ICC)
- Mollah-AI-Movahedin Credit Co-operative (MAMCC)

Israel

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

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/CUAC)
- IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives)
- Japan Workers' Co-operative Union (Jigyodan) (JWCU)
- Japanese Consumers' Co-operative Union (JCCU)
- National Federation of Agriculture Co-operative Associations (ZEN-NOH)
- National Federation of Fisheries Co-operative 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 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)

ICA members

as at 31.12.2006

Kuwait

- Union of Consumer Co-operative Societies (UCCS)

Latvia

- Latvian Central Co-operative Union (TURIBA)

Lithuania

- Lithuanian Union of 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

- Apex - Organisation of Maltese Co-operatives

Mauritius

- The Mauritius Co-operative Union Ltd (MCUL)

Mexico (Republic of)

- Caja Libertad S.C.L.
- Caja Popular Mexicana
- Confederación Nacional de Cooperativas de Actividades Diversas de la Republica Mexicana (CNC)
- Federación de Cajas Populares Alianza SC de RL de CV
- Federación Nacional de Cooperativas Financieras UNISAP S.C. de R.L. de C.V.

Moldova (Republic of)

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

Morocco

- Office du Développement de la Coopération (ODCo)

Myanmar

- Union of Myanmar Central Co-operative Society Ltd.

Nepal

- National Co-operative Federation of Nepal

Netherlands

- Oikocredit, Ecumenical Development Co-operative Society U.A.

New Zealand

- New Zealand Co-operatives Association Inc.

Nigeria

- Co-operative Federation of Nigeria (CFN)

Norway

- Coop NKL BA
- Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke)
- The Norwegian Federation of Co-operative Housing Associations (NBBL)

Pakistan

- National Co-operative Union of Pakistan (NCUP)

Palestine

- The Agricultural Co-operative Union

Panama

- Confederación Latinoamericana Cooperativas de Ahorro y Crédito (COLAC)

Paraguay

- Confederación Paraguaya de Cooperativas (CONPACOOOP)
- Cooperativa de Producción, Consumo, Ahorro, Crédito y Servicios de Profesionales de la Salud Ltda. (COOMEICIPAR)
- Cooperativa Universitaria Ltda
- Federación de Cooperativas de Producción (FECOPROD)

Peru

- Confederación Nacional de Cooperativas del Perú (CONFENACOOOP)
- Cooperativa de Ahorro y Crédito 'PETROPERU' Ltda.
- Cooperativa de Ahorro y Crédito de Trabajadores de Empresas de Luz y Fuerza Eléctrica y Afines (CREDICOOP Luz y Fuerza Ltda.)

Philippines

- National Confederation of Co-operatives (NATCCO)

Poland

- Auditing Union of Housing Co-operatives (Związek Rewizyjny Spółdzielni Mieszkaniowych RP)
- National Association of Co-operative Saving and Credit Unions - NACSCU (Krajowa Spółdzielcza Kasa Oszczędnościowo-Kredytowa - KSKOK)
- National Auditing Union of Workers' Co-operatives (NAUWC) (Związek Lustracyjny Spółdzielni Pracy)
- National Co-operative Council - NCC (Krajowa Rada Spółdzielcza - KRS)
- National Supervision Union of Spolem Consumer Co-operatives (Krajowy Związek Rewizyjny Spółdzielni Spożycow Spolem)
- National Union of Co-operative Banks (KZBS)

Portugal

- Confederação Cooperativa Portuguesa (CONFECOOP)
- Confederação Nacional de Cooperativas Agrícolas e do Crédito Agrícola de Portugal, CCRL (CONFAGRI)
- INSCOOP - Instituto António Sérgio do Sector Cooperativo

Puerto Rico

- Cooperativa de Ahorro y Crédito 'Dr. Manuel Zeno Gandía'
- Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)
- Cooperativa de Ahorro y Crédito de Lares y Región Central (LARCOOP)
- Cooperativa de Ahorro y Crédito de Médicos y Otros Profesionales de la Salud (MEDICOOP)
- Cooperativa de Seguros de Vida de Puerto Rico (COSVI)
- Cooperativa de Seguros Múltiples de Puerto Rico Inc.
- Liga de Cooperativas de Puerto Rico (LIGACOOOP)

Romania

- National Union of Consumer Co-operatives (CENTROCOOP) Uniunea Nationala a Cooperatiei de Consum
- National Union of Handicraft and Production Co-operatives of Romania (UCECOM)

Russia

- Central Union of Consumer Societies of the Russian Federation (Centrosojuz of the Russian Federation)
- Koopvneshtorg Ltd. (Coop-Trade)
- Moscow Regional Union of Consumer Societies

Senegal (Republic of)

- Union Nationale des Coopératives Agricoles (UNCAS)

Serbia

- Co-operative Union of Serbia
- Co-operative Union of Yugoslavia

Singapore

- Singapore National Co-operative Federation Ltd. (SNCF)

Slovakia

- Co-operative Union of the Slovak Republic (Družstevná Únia Slovenskej Republiky)
- Co-operative Union of Slovenia Ltd. (Zadružna Zveza Slovenije)

South Africa

- National Co-operative Association of South Africa (NCASA)

Spain

- Confederació de Cooperatives de Catalunya
- Confederación de Cooperativas de Euskadi (Euskadiko Kooperatiben Konfederazioa)
- Confederación Empresarial Española de la Economía Social (CEPES)
- Confederación Española de Cooperativas de Trabajo Asociado (COCETA)
- Fundación Espriu
- Spanish Agricultural Cooperative Confederation (Confederación de Cooperativas Agrarias de España) (C.C.A.E.)
- Union Nacional de Cooperativas de Consumidores y Usuarios de España (UNCCUE)

ICA members as at 31.12. 2006

Sri Lanka

- Federation of Thrift & Credit Co-operative Societies Ltd in Sri Lanka (SANASA)
- National Co-operative Council of Sri Lanka (NCC)
- National Institute of Co-operative Development
- Sri Lanka Consumer Co-operative Societies Federation Ltd (Coopfed)

Sweden

- Federation of Swedish Farmers (LRF)
- Folksam Insurance Group (FOLKSAM)
- HSB:Riksförbund (Union of Housing Co-operatives)
- Kooperativa Förbundet (KF) (The Swedish Co-operative Union)
- Riksborgen (Co-operative Housing Union)

Switzerland

- Fédération des Coopératives Migros (FCM)

Tanzania

- Tanzania Federation of Co-operatives Ltd (TFC)

Thailand

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

Turkey

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

Uganda

- Uganda Co-operative Alliance Ltd. (UCA)

Ukraine

- Central Union of Consumer Societies of Ukraine (UKOOPSPILKA)

United Kingdom

- Co-operative Group Ltd. (CWS)
- Co-operative Insurance Society Ltd. (CIS)
- Co-operatives UK
- The Co-operative Bank plc

United States

- Agricultural Co-operative Development International/Volunteers in Overseas Co-operative Assistance (ACDI/VOCA)
- CHF International
- CUNA Mutual Insurance Group
- Land O'Lakes Inc.
- National Cooperative Business Association (NCBA)
- National Rural Electric Cooperative Association (NRECA)
- Nationwide Mutual Insurance Company
- NCB

Uruguay

- Confederación Uruguay de Entidades Cooperativas (CUDECOOP)
- Cooperativa Nacional de Ahorro y Crédito (COFAC)

Vietnam

- Vietnam Cooperatives Alliance (VCA)

International

- World Council of Credit Unions (WOCCU)

ICA associate members as at 31.12. 2006

Dominican Republic

- Instituto de Desarrollo y Crédito Cooperativo (IDECOOP)

India

- National Co-operative Development Corporation (NCDC)

Indonesia

- Institute for Indonesian Co-operative Development Studies (LSP2-I Lembaga Studi Pengembangan Perkoperasian Indonesia)

Malaysia

- Co-operative College of Malaysia (CCM) (Maktab Kerjasama Malaysia)

Namibia

- Co-operatives Advisory Board

Panama

- Instituto Panameño Autónomo Cooperativo (IPACOOOP)

Paraguay

- Panal Compañía de Seguros Generales S.A. - Propiedad Cooperativa

Total ICA membership 230

National members 222

International members 1

Associate members 7

**ICA members
are present in
92 countries**

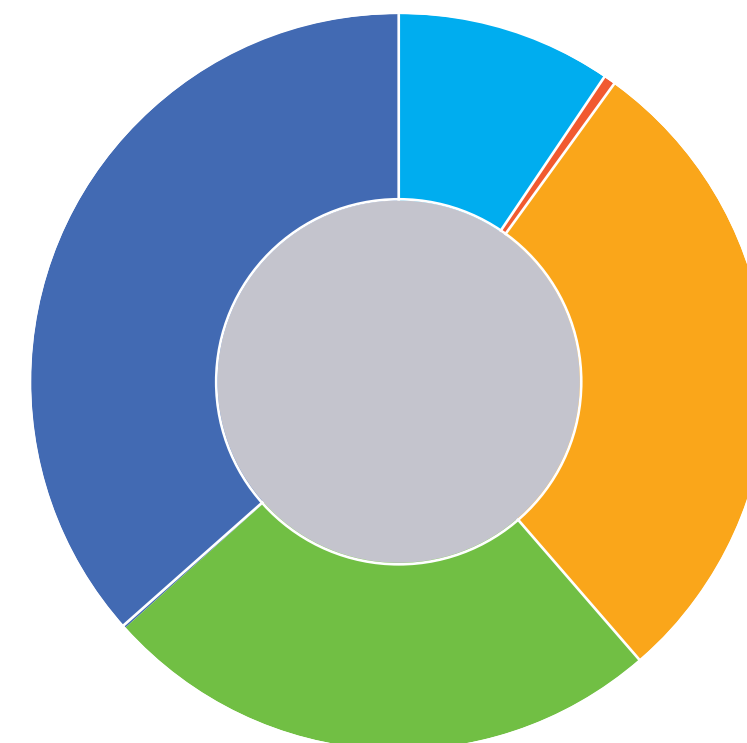
Europe 36%
84 members

Americas 28%
66 members

Asia Pacific 25%
57 members

Africa 10%
22 members

International 1%
1 member



Contact

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F +506 231 5842
E info@aciamericas.coop
www.aciamericas.coop

Sectoral Organisations

International Co-operative Agricultural Organisation (ICAO)

E nacfico@nonghyup.com
www.agricoop.org

International Co-operative Banking Association (ICBA)

E imad.tabet@coopanet.coop
www.coop-banking.info

Consumer Co-operatives Worldwide (CCW)

E Bob.burlton@co-op.co.uk
www.ica.coop/ccw

International Co-operative Fisheries Organisation (ICFO)

E kokusai-sato@r6.dion.ne.jp
www.ica.coop/icfo

International Health Co-operative Organisation (IHCO)

E direccion@fundacionespriu.coop
www.ica.coop/ihco

International Co-operative Housing Organisation (ICA Housing)

E TMelvin@chfinternational.org
www.icahousing.coop

International Co-operative and Mutual Insurance Federation (ICMIF)

E icmif@icmif.org /
shaun@icmif.org
www.icmif.org

International Organisation of Industrial, Artisanal and Service Producers' Co-operatives (CICOPA)

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www.ica.coop/cicopa /
www.cicopa.coop

International Association of Tourism (TICA)

E mdavo@tin.it
www.ica.coop/tica

Thematic Committees

Committee on Co-operative Research (ICACCR)

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www.ica.coop/icaccr

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E cronan@ica.coop
www.ica.coop/icacc

Human Resource Development Committee (ICAHRD)

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Gender Equality Committee (ICAGEC)

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