

International Co-operative Alliance

Annual Report 2007-2008



Vision and Mission

Vision

To be prized as the organisation of reference which provides an effective and efficient global voice and forum for knowledge, expertise and co-ordinated action for and about co-operatives.

Mission

The International Co-operative Alliance (ICA) unites co-operatives worldwide. It is the custodian of co-operative values and principles and makes the case for their distinctive values-based economic business model which also provides individuals and communities with an instrument of self-help and influence over their development. The ICA advocates the interests and success of co-operatives, disseminates best practices and know-how, strengthens their capacity building and monitors their performance and progress over time.

ICA Strategic Objectives

Membership

Consolidate and increase membership

- Retain existing members
- Add new members

Influence

Increase global influence to promote co-operatives as a specific values-based business model.

- Improve ICA's effectiveness as a lobbyist and advocate for the co-operative model and values.
- Maintain and further develop effective communications.
- Build the credibility of the ICA as the centre of excellence for knowledge, expertise and co-ordinated action about co-operatives

Development

Develop strong co-operative enterprises for social and economic progress

- Improve capacity building
- Strengthen inter-co-operation
- Consolidate and build strategic alliances /networks

Governance

Strengthen ICA's sustainability through financial capacity, good governance and a committed people base

- Seek significant funding from alternative sources.
- Maximise effectiveness and good governance of all ICA
- Build skills appropriate to roles and responsibilities
- Strengthen the organisational development of ICA.

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President

Ivano Barberini

“Re-thinking” the role of the International Co-operative Alliance has characterised the work of the organisation in the last few years. It has re-defined its mission, strategy and structure with the aim of improving the effectiveness of its role, actions and social visibility. The renewed ICA will improve its functioning at all levels – global, regional and sectoral—through fairly balancing autonomy and integration, and based on shared, solid values and a few, but effective, rules.

ICA has benefited throughout the process of the restructuring from the enthusiastic and skilled work of a large group of co-operative leaders from within the Board, from thematic committees, networks and working groups. Both global and regional bodies and offices have worked hard, with determination and a strong spirit of co-operation. The Restructuring Working Group, chaired by Mr Alban D'Amours, has assiduously worked for two years and we thank him and his team at Desjardins for their important contribution to the ICA.

As we near the completion of our restructuring, we give an innovative impetus to the role and activities of the International Co-operative Alliance. The renewed ICA will help us to remain continuously in tune with the needs of co-operative enterprises at national, regional and global levels.

On a more personal note, as ICA President I have been honoured over these two years to meet a wide number of co-operators and learn about their successes and challenges, consult with them about their expectations for the ICA. I wish to thank them all for their candid opinions and discussions.

I have also been able to help ICA members around the world in ensuring that their policy-makers understand co-operatives and the need to ensure that they can play an active role in their societies as well as represent the ICA in a series of global, regional and national events.

We will start 2009 with a stronger International Co-operative Alliance able to carry out more focused activities to assist us to more effectively be the voice of the co-operative movement at all levels and enable us to face the economic and cultural challenges of today and the future.



Ivano Barberini receiving the Sigillum Magnum at the University of Bologna (Italy) in October, 2008



Ivano Barberini : Excerpts

“...ICA represents a meeting point for co-operators of all countries and religious beliefs. It helps co-operators maintain an open dialogue even when they belong to different worlds, or if their respective countries are at war.

Being part of a global network is a significant advantage for co-operative development, as it represents a valuable way to adopt an international perspective and to exchange knowledge and experiences, which are essential ways to consolidate relationships and to activate innovation processes.

To strengthen the co-operative network means to reinforce its values and principles and improve the communication between co-operatives, co-operators and social organisations.

To question ourselves and try to understand, all together, where the world is going, is a way to better define the path to follow, to improve our self knowledge and identify potentials and possible synergies.

Here lies an important *raison d'être* of the International Co-operative Alliance...”

*Symposium on Reactivation of Co-operatives in Gulf Co-operation Council Countries
June 2007, Dubai (United Arab Emirates)*



“...We all know that the path to co-operative development is full of difficulties and obstacles of all kinds.

Yet, the present crisis and the widespread awareness that the economy cannot be divorced from ethics, offer co-operation new opportunities for growth and a role, together with a growing responsibility in confirming a new development model.

It is also for this reason that we are committed to strengthening the International Co-operative Alliance based on a medium to long-term vision and strategic objectives consistently adopted and carried out with the same passion, courage and tenacity of the generations of co-operators who, over the decades, have made co-operation great in every country and at a global level.

We must continue on this path with determination, innovative spirit and far-sightedness...”

*ICA Regional Assembly Asia-Pacific,
December 2008, Hanoi (Vietnam)*

Director-General

Iain Macdonald

2007 and 2008 have been momentous years for the ICA and international co-operation with serious achievements such as:

- increasing recognition that co-operative businesses are as successful as any other business model;
- recognition at the international, regional and national levels of the co-operative model of enterprise and its contribution to the overall economic and social development;
- recognition by the International Accounting Standards Board that co-operative accounting methods, especially with regard to the treatment of co-operatives shares, are valid;
- ICA becoming a leaner, stronger, healthier and more representative body working under a global strategic plan for all parts of the organisation;
- the approval of a fairer and more open membership subscription system;
- the holding of the first global co-operative trade fair—*ICA Expo*.



These two years have been a watershed for the ICA with the finalisation of a good part of the restructuring of the organisation. Following the General Assembly 2001 in Seoul and Oslo 2005, a *Task Force* considered how to reshape the ICA to equip it to deal with the challenges of the twenty-first century. The *Task Force* became the *Restructuring Working Group* of the Board led by Albans D'Amours with the support of a team at Desjardins Group in Canada.

The work of the *Restructuring Working Group* culminated in June 2008 in Rome (Italy) at an Extraordinary General Assembly where the restructuring was finally approved. The Assembly recognised ICA as one global entity operating on a decentralised system with six constituent parts, that is the central office, four regional offices, and the sectoral organisations. It also recognised that a governance committee of the Board should be established, whose first task would be to examine the structure and operations of the sectoral organisations and thematic committees. This work still continues.

Perhaps the most fundamental change, however, was the establishment of a new membership subscription system based on numbers of members, as opposed to financial strength. This will undoubtedly lead to a much more transparent and fairer subscription system, which will make it much easier to attract new members.

The 2008 Assembly also approved the establishment of four ICA Board committees – membership, audit and risk, human resources, as well as governance. While these committees are monitoring the day to day functions of the ICA, working groups were also established in the fields of international accounting standards, legislation and mutuality. Indeed, the working group on international accounting standards had been in existence for two years and is beginning to show real signs of progress in terms of convincing the International Accounting Standards Board that co-operative shares must be accepted as equity. Legislation, of course, is probably the field in which most questions are asked and where the ICA can and does already provide significant advice and information to governments to ensure that their laws and administrative policies enable co-operative enterprise to flourish in all economic sectors.

Another feature of the restructuring has been the establishment of a global strategic plan. A global vision

and mission (*see inside cover*) has been agreed with the strategic plan, based on four objectives in the areas of membership, influence, development and governance. These objectives apply to all of our component parts, the centre, the regions and the sectoral organisations and thus it is the first time that the ICA is operating in a truly global way and with the strategic plan acting as an umbrella over the individual plans of each part. There is now a considerable degree of independence and autonomy as part of our decentralisation process, but there is a global agenda which is a major step forward. The Strategic Plan will enable members to appreciate more easily the value that the ICA brings through this co-ordinated action.

These two years have also seen signs that international policy makers are increasingly and more openly acknowledging that the co-operative movement is a significant part of the world economy which we know that we are. Some evidence includes the following:

- In 2007 an International Monetary Fund (IMF) report found that co-operative banks and credit unions are an important and growing part of many financial systems around the world and that they contribute to financial stability.
- In 2008, the *World Bank Development Report* advocated the co-operative form of enterprise as an option for effective agricultural development and noted the contribution that co-operatives already make in providing options for producers to organise and improve their livelihoods. This was a significant statement from the World Bank updating previous negative policy directives about the effectiveness of co-operative enterprise and its contribution to development.
- In 2008 the United Nations suggested the celebration of a United Nations International Year of Co-operatives to complement our yearly celebration of the UN International Day of Co-operatives to highlight the contribution of co-operatives to economic and social development worldwide.

Most recently with the financial crisis, we have found evidence of co-operative resilience to this and other financial and economic crises in the past. This is leading to an increased number of statements about the stability of co-operative enterprise around the world by policy-makers at the national level. It has also led to a heightened interest by regulators and policy-makers to understand why the co-operative model of enterprise is more sustainable than its competitors. The crisis opens up a series of opportunities for the movement to raise awareness and visibility, but also challenges as policy-makers seek to put in place stricter regulations that do not take into account the co-operative specificity. The ICA wrote to the leaders of the G-20 prior to their Summit in October 2008 to make just this point. ICA will continue monitoring the situation and reporting back to membership.

These are signs that perceptions are changing. The ICA at the global, regional and sectoral levels has been working hard over many years to create understanding and to increase the visibility of co-operatives. We are seeing the results of this long-term and continuing work.

The ICA's activities in capacity-building over these two years have also been impressive with the ICA regions taking a leading role. The response to a number of natural disasters including the global response and support for Tsunami Reconstruction has also marked the reporting period and enabled strengthened collaboration with co-operative organisations and development partners from across the globe who recognise ICA's co-ordinating role in co-operative development. At the global level, ICA's holding of a global co-operative trade fair—ICA Expo—in 2008 has also increased the capacity of co-operatives to engage in trade among co-operatives and with international buyers.

On the membership side, ICA has welcomed 15 new member organisations from all regions bringing our total membership numbers as of 31 December 2008 to 218 member organisations: 209 members and 9 associate members from 85 countries.

Finally, I would like to thank all the ICA staff globally and regionally for their loyalty, support and hard work. I would also like to thank all ICA members and elected leadership for their continued support which allowed 2007 and 2008 to be successful years for the ICA.

Global

Co-ordination

ICA Central Office
Geneva, Switzerland

The Central Office provides global services to ICA membership including information and statistics, the representation of the ICA at global policy fora including the United Nations and its agencies, the organisation of ICA General Assemblies and global Board meetings, membership administration, the co-ordination of development programmes and partner relations, and specific global activities such as the Global 300 initiative and ICA Expo. The Central Office also co-ordinates the activities and finances of the entire ICA structure.

Membership

The ICA has welcomed 15 new member organisations from all regions during the reporting period. The total membership as of 31 December 2008 was 218 member organisations: 209 members and 9 associate members from 85 countries.

In order to promote interaction among members, the ICA also published on a quarterly basis the *ICA Member Directory* including the name, address and contacts of each of its members and structures. This publication is made available only to ICA members. The Central Office also began revision of its membership and statistical database in conjunction with the regional offices with the plan of making this available on-line to ICA members and structures in future.

Influence

Raising the profile of the co-operative movement is probably the greatest challenge that the ICA faces. The Central Office monitors the international agenda and works closely with the United Nations and its agencies at the international level.

The Central Office manages ICA membership in the Committee of the Promotion and Advancement of Co-operatives (COPAC). COPAC members include the United Nations (UN), International Labour Organisation (ILO), Food and Agriculture Organisation (FAO), and International Federation of Agricultural Producers (IFAP). During the reporting period the ICA held the Vice-Chairmanship of COPAC. Through COPAC, the ICA was able to provide input on the choice of the theme for the International Day of Co-operatives 2007 and 2008, namely, 'Co-operative Values and Principles for Corporate Social responsibility' and 'Confronting Climate Change through Co-operative Enterprise'.

2007 marked the 3rd anniversary of the ICA—ILO Memorandum of Understanding (MoU) whose objective is to further the existing co-operation in the area of promotion and strengthening of co-operatives. Within the MoU, ICA's Deputy-Director-General, Maria Elena Chavez Hertig, worked on a 50% basis with the Co-operative Programme of the International Labour Office (ILO) in Geneva in 2007 and 2008. A number of direct outputs from the ILO on co-operatives during the reporting period included:

- Publications and training manuals on co-operatives and the contribution they can make to the elimination of child labour; fact sheet included in the 2008 World Day against Child Labour;
- Inclusion of information and policy recommendations on co-operatives in ILO documents on rural employment including a fact sheet and presentation by the Director-General to the ILO Conference (May 2008);
- Launch of the ILO-ICA Out of Poverty website in 2007;
- Follow-up to ICA Strategy for Co-operatives fight HIV/AIDS;
- Improved coverage of co-operatives in ILO communications—website, press releases, interviews.

The Central Office also collaborates directly with the UN Headquarters. It provided input to the biennial UN Secretary-General's report in 2007 which focused on employment and mobilised ICA members to work with their governments to reply to UN information requests. The 2007 report resulted in the UN resolution calling for a consultation on the desirability and feasibility of an International Year of Co-operatives.

The Central Office also regularly collaborates with DotCoop, participating as an observer to the DotCoop Board alongside the elected ICA representatives. It promotes the use of the .coop domain name as a way that ICA members and other co-operatives provide greater visibility to co-operatives.

The Global 300 initiative is also operated from the Central Office. In 2007-2008 the initiative led to the release of an updated list of top 300 largest co-operatives and mutuals which provided evidence that once again the total turnover of the top 300 co-operatives and mutuals equalled the GDP of the 10th economy of the world. It also continued to assist members and promote the development of national 100 lists as a way to further co-operative visibility at the national level.

However, in recognition that size was not the only measure of success, a *Developing 300* list was also prepared, ranking co-operatives in terms of their relative importance in developing economies where co-operatives are often responsible for considerable percentages of the GDP. Three case studies on the impact of specific co-operatives in Colombia, Kenya, and Malaysia were published showing the contribution that these co-operatives made to economic and social development. In 2007 and 2008, the G300 team also began collecting information on corporate/co-operative social responsibility (CSR) defining the seven CSR streams in accordance with the co-operative difference—people, products, principles, environment, community, democracy, development. This initiative was referred to by the end of the year as the 'Co-operative Difference' project. Work was also initiated in 2008 to developing a web-based Global 300 database:



Development

Development co-ordination is a key area of work of the Central Office. In addition to its on-going work with coordinating partner assistance to ICA's capacity-building initiatives in the regions, it was able to successfully co-ordinate ICA's Tsunami Reconstruction efforts with both ICA Asia-Pacific, individual development partners and ICA members in the affected areas of Sri Lanka, Indonesia and India. The Central Office was also able to provide contacts and information to assist with co-operative solidarity for reconstruction following disasters in Myanmar and China ('Nargis').

A major achievement for the ICA was its role in assisting the ILO win a £5 million project to support co-operatives in Africa. ICA provided information on strengths and weaknesses of the movement in Africa and assisted in political lobbying of the UK Government and officials of the UK Department for International Development (DFID). Following the launch of the CoopAfrica project in 2007, the ICA was invited to be part of the Steering Committee to guide, monitor, and evaluate the project. Jan-Eirik Imbsen in his joint role as Director of Development and Interim Regional Director of ICA Africa, participated in the Steering Committee during the reporting period.

From a different vantage point on co-operative development, the Central Office co-ordinated the ICA-wide initiative for the first global co-operative trade fair. ICA Expo took place in Lisbon (Portugal) in 2008. Although seen as a modest success, the next fair to be held in 2010 is likely to improve on trade capacity-building for co-operatives as well as engage a larger participation to promote inter-co-operative trade.

Governance

The ICA Central Office provided secretariat services for the Board, its Restructuring Work Group, Governance and Audit and Control Committees. It organised with its host, the Singapore National Co-operative Federation (SNCF), a successful General Assembly in 2007 on the theme, 'Innovation in Co-operative Business'. It also organised the 2008 Extraordinary General Assembly in Rome, Italy, working with ICA's three member organisations, Legacoop, Confecooperative, and AGCI.

Africa

Renewal

ICA Africa
Nairobi, Kenya

Membership

ICA Africa served 12 member organisations from 10 countries in the region during the reporting period.

Influence

A new ICA Africa website was launched in early September 2008. This was an important milestone in the restructuring of ICA Africa. The website gives more visibility to ICA Africa by providing information on regional office activities as well as including news feeds to track media coverage of the African co-operative movement.

Development

The activities carried out to promote co-operative development in Africa with long-standing development partners mainly focused on the creation of an enabling environment for co-operatives, the development of human resources and co-operative business development. ICA Africa believes these are pillars that can sustain the growth of co-operatives in the continent, and thereby, sustain economic growth in a continent struggling to find its way out of poverty.

The main partners in the region continue to be the Swedish Co-operative Centre (SCC), the Canadian Co-operative Association (CCA) and the International Labour Organisation (ILO), all of which have all reiterated their support for the member-focused process that the ICA has embarked upon. During the period under review, the following two projects have been implemented:

- **Advocacy and Networking Project (ANP):** Funded by the SCC.
The Memorandum of Understanding with the SCC expired at the end of 2008 and was extended for one year. It was agreed that a new three-year project would be formulated in 2009.
- **Enabling Environment Project (EEP):** Funded by the CCA (September 2004 – March 2007) and Regional Renewal Project (one year project) as follow up to some of the activities of the EEP project. One important output of the EEP projects was the research entitled "*An Analysis of the Socio-Economic Impact of Co-operatives in Africa and their Institutional Impact*" which highlights the contribution of co-operatives to social and economic development in Africa.

The ICA continues to be very involved in the COOPAfrica project, and is represented on the COOPAfrica Steering Committee by the ICA Africa Regional Director. The project aims at improving the governance, performance and efficiency of co-operatives in Africa in order to strengthen their capacity to create jobs, access markets, generate income, reduce poverty, provide social protection and give people a voice in civil society.

ICA Africa continued its function as convener and co-ordinator of co-operative development agencies. Accordingly, the Africa Co-operative Development Agencies Forum took place in Nairobi on 20-21 November 2008.

Governance

Restructuring and the Commission for Africa

A report to the ICA Board in 2006 concluded that ICA should continue the restructuring initiated in 2004 in

order to arrive at an appropriate and sustainable structure with the required core capacity and a relevant service delivery that adds value to membership and partners' activities. A Commission was set up by the ICA Board to monitor the restructuring. Mr Jan-Eirik Imbsen, Director of Development at the ICA Central Office in Geneva, Switzerland, was charged to propose and carry out the restructuring measures.

Members' Forum

The ICA Africa Members' Forum held in May 2008 discussed how the ICA should be organised to serve members in the region; what support is needed from ICA for co-operatives, and what constitutes a relevant service delivery that serves the interests of the African co-operative movement. The outcome was a report proposing a line of action and consultation for the period up to the Africa Regional Assembly. The recommendations are reflected and followed up in the new Four-Year Strategic Plan which was submitted to members for their input and subsequent approval.

ICA Africa 8th Regional Assembly

The ICA Africa 8th Regional Assembly marked the renewal of ICA Africa with a new regional Board and the adoption of a Four-Year Strategic Plan.

The more than 350 enthusiastic participants met in Abuja, Nigeria, from 10 to 14 November 2008 under the theme, "Revitalising member commitment and involvement for improved sustainability of African co-operatives". ICA members re-elected Mr Stanley Muchiri, unopposed, as Chairperson of the new ICA Africa Regional Board. Four new members were also elected to the Board representing movements in Kenya, Tanzania, Uganda and Nigeria.



ICA Africa 8th Regional Assembly

The Regional Assembly also approved the recommendations of the Members' Forum including the proposal to do a feasibility study into the possibility of setting up an *Endowment Fund for ICA Africa*. An impromptu launch saw delegates pledge in excess of USD 17,000. The Strategic Plan was discussed and approved by members.

During the event, a gender conference, "Achieving Gender Equality in Co-operatives for Sustainable Development" was held as a follow-up to the Lesotho 2007 gender conference. Two new ICA Africa gender documents were presented to participants; the report of the ICA Africa Gender Forum in Lesotho "*Promoting Gender Equality in Co-operatives to Enhance Sustainable Economic Development*", and a gender survey analysis report entitled "*A Report On Gender Status In Co-operatives In Africa: The Case of Kenya, Uganda, Tanzania And Malawi*".

Staff and Offices

The Regional Director, Mr A.S. Kibora, completed his mandate with the ICA in August 2007 when his contract expired. The professional staff in Nairobi consisted of two project managers until the end of March 2008, with support from an Administrative Officer. ICA's Director of Development was appointed Interim Regional Director. In Geneva, he was assisted by Gretchen Warner, Membership and Development Manager during the reporting period.

As a cost cutting measure, the Regional Office in Nairobi moved to premises in Nairobi belonging to the Kenya Union of Savings and Credit Co-operatives (KUSCCO). The West Africa office in Burkina Faso was closed.

Americas

Consolidation

ICA Americas
San José, Costa Rica



Manuel Mariño, Regional Director, ICA Americas

Membership

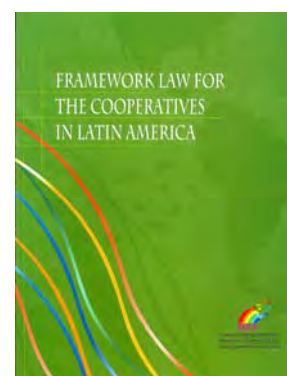
During the period 2007-2008 ICA Americas served 66 ICA members organisations in the region, three of which were associate members. By the end of 2008 the number of member organisations served had increased to 69.

Influence

One of the ICA Americas priorities has been to raise public awareness about the main characteristics and special features of the co-operative movement in the countries in the region. To this end, in 2007 the series *Diagnosis of the Social Economy* in Nicaragua, El Salvador and Guatemala was published. This activity continued in 2008 so as to provide high-level academic level studies with useful information, and thus, the *Diagnosis* of the Dominican Republic was carried out.

In 2008 comparative studies in co-operative legislation and taxes were carried out in the countries of the Andean Community, Central America, Mexico and Dominican Republic. Also, the Regional Board approved the *Framework Law for Co-operatives in Latin America*, which was published in Spanish, English and Portuguese. All these documents aim to be of use for the co-operative movement in the region and for the national legislation bodies in the process of update of the regulation frameworks that govern co-operatives.

In 2007, the co-ordinated work with the Specialised Meeting of MERCOSUR Co-operatives (RECM) continued and this joint work favoured the integration process in Argentina, Brazil, Paraguay and Uruguay. As part of this work, one of the most important achievements in 2008 was the approval of the *Co-operative Statute* by the MERCOSUR Parliament—MERCOSUR is a regional trading bloc, a common market of South America. To effectively implement the Statute, all national Parliaments should approve it. To this end, ICA Americas will continue supporting the RECM in its lobbying and advocacy work.



Development

In 2007, a new service, *Technology, Information and Communications*, was established to promote and support Co-operative Identity. ICA Americas took up the challenge of representing the .coop domain in the region.

In addition, ICA Americas also held various workshop-seminars regarding 'social balance' during the reporting period. A number of co-operative organisations were certified by ICA Americas through the use of the Social Balance model.

During 2008 a *Governance, Ethics and Leadership Manual* was elaborated as well as its evaluation tools. This has meant the possibility to evaluate good governance practices in a number of co-operative organisations in various countries in the region. It has also contributed to the enhancement of democratic and participative processes within co-operatives.

Governance

The end of 2008 marked the completion of a consolidation phase of ICA Americas. The 2005-2008 Strategic Plan was also completed.

At the end of 2008, despite the fact that it was not possible to undertake all planned activities, the level of achievement of the Strategic Plan was evaluated at being 81%. The new Strategic Plan 2009-2012 defined at the end of 2008, resulted from a long planning process at regional and global levels.

Monitoring of the Strategic Plan

One of the 2007 achievements was the design of a monitoring and follow-up methodology of the Strategic Plan, which has enabled the adjustment of some activities included in the Plan, and the evaluation of the means of communication outside ICA Americas.

In 2008, the project's monitoring methodology was improved. It was thus possible to identify the main impact of the work on various national co-operative movements in the region. This has been used to identify strategic challenges as well as other aspects that should be strengthened in order to have a greater impact on member co-operatives.

Finance

In economic and organisational terms, 2008 was a year of stability and growth, which enabled the strengthening of the organisation's work, internally and externally, and its projection. After a discussion process within ICA's governing bodies and among ICA Americas members, important changes to ICA Americas' rules were approved by the Extraordinary Regional Assembly, which was held in November in Bogotá, Colombia.

Regional Assembly

ICA Americas organised two regional assemblies in 2008, one in San José, Costa Rica in July in conjunction with its regional conference and the other extraordinary assembly in Bogotá, Colombia in November to elect a new President as reported below.

Presidency

Following the resignation of ICA Americas president, Mr. Carlos Palacino Antía, from Colombia and who held this position for six years, the Extraordinary Regional Assembly elected a new president: Mr. Ramón Imperial from Mexico.

Staff

In 2007, in order to improve compliance with the Strategic Plan, new staff was hired, activities were revised and adapted and more services were developed for members. An example of these improvements was the creation of two new departments: *Co-operative Development* and *Products and Services*. A new administrative assistant was also hired.



ICA Americas Consultative Council (Consejo Consultivo), 2007

Asia-Pacific

Expansion

ICA Asia-Pacific
New Delhi, India

ICA Asia-Pacific was actively engaged in several cross-sector initiatives that carry great potential in terms of creating wider understanding of the co-operative business model and stimulating development of co-operative initiatives as a solution to the current challenges being faced by the world. It also continued to update information and knowledge on co-operative management practices through various interventions like training programmes, seminars and other capacity development interventions. The Regional Office also undertook activities to assert and recognise the important role co-operatives can and should play in the regeneration of the economy. ICA Asia-Pacific is committed to advocating the role of co-operatives in attaining the inclusive growth of the economy as well as to provide an effective networking forum for the exchange of knowledge, experience and business interests among ICA members in the region.

Membership

At present ICA Asia and Pacific (ICA AP) serves a total of 64 member organisations from 25 countries. The very important activities carried out by ICA AP in 2007 and 2008 are provided below.

Influence

ICA Asia-Pacific organised a number of events with national co-operative policy-makers focused on raising the profile of co-operatives and discussing regional issues challenging the continued development of co-operatives in the region.

In 2007, the 8th Ministers' Conference on Co-operative Policy and Legislation was held in Kuala Lumpur (Malaysia) from 12-15 March 2007 in collaboration with the Ministry of Entrepreneur and Co-operative Development (MECD) and ANGKASA, the apex co-operative organisation of Malaysia. Inaugurated by the Prime Minister of Malaysia, the session was also addressed by the Honourable Minister of the MECD and the ICA President with nearly 900 people in attendance. Under the theme, "Fair Globalisation through Co-operatives", over 300 participants and observers attended including 10 ministers from 21 countries. The Conference sensitised governments in the region that if co-operatives were to be able to realise their potential in contributing to building national economies appropriate legislative and policy support for co-operatives was required.

An important event to reach out the Gulf States which are not yet fully represented within the ICA was the 1st Co-operative Forum for Enhancing Co-operative Work in Gulf Co-operation Council (GCC) Region. Held in Dubai in June 2007 in collaboration with the Ministry of Social Affairs, more than 100 delegates from GCC countries attended. The Ministry of Social Affairs, Government of the United Arab Emirates (UAE), in collaboration with ICA Asia-Pacific organised and conducted deliberations at the Forum. On the basis of the interaction between co-operative leaders and Government officials, an Action Plan was proposed at the end of the event.

A National Conference on Co-operative Development in India was organised by ICA Asia-Pacific in New Delhi (India) in December in collaboration with ICA members, the National Co-operative Union of India and the National Co-operative Development Corporation. The Conference addressed the role of co-operatives in rural community development and enhancing competitiveness of co-operatives in the global globalised economy. Around 30 participants, mostly from India, attended the Conference.

In 2008, ICA Asia-Pacific organised a seminar "Government-Co-operative Dialogue on Co-operative Development" together with the 2nd meeting of the Gulf Co-operation Council Co-operative Forum in Abu

Dhabi (UAE) in June. The objective of the Dialogue was to revalidate the recommendations of the 8th Ministers' Conference held in Malaysia in March 2007. Around 250 participants from 20 countries attended the meeting. The Minister of Social Affairs, on behalf of His Excellency the Crown Prince of UAE inaugurated the meeting with the ICA President. This was the second largest event attended by co-operative leaders and government officials from Arab-speaking countries.



Shil Kwan Lee, Regional Director with Ivano Barberini, ICA president and Minister of Social Affairs, UAE

ICA Asia-Pacific sought to reach out to co-operatives in the Pacific and held a conference aimed at developing co-operatives in the region. Held in Fiji in July 2008, it was co-hosted by the Government of Fiji, the Fiji Co-operative Union, and the Integrated Human Resource Development Programme (IHRDP) of the ILO in Fiji. Regional perspectives were provided by speakers from Japan, Korea, India and New Zealand. More than 80 participants attended the conference.

Development

An International Conference on Co-operative Tourism was held in Jaipur, India, in October 2008 in collaboration with Indian Farmers' Fertiliser Co-operative Limited (IFFCO). 60 participants from nine countries attended the conference. The purpose of the conference was to identify and evaluate the co-operative advantage in promoting the interests and scope of the tourism industry and position the "friendly tourism brand" nationally and internationally through the existing ICA network.

Governance

The 5th ICA Asia-Pacific Co-operative Forum and the 8th Regional Assembly was held in Hanoi (Vietnam) in December 2008. With over 900 participants, the event was inaugurated by H.E. Nguyen Phu Trong, Chair of the National Assembly of the Socialist Republic of Vietnam. The theme of the Forum was "Co-operative advantage in the global economic crisis" and sub-themes included:

- Co-operative advantages in ensuring inclusive growth of economy;
- Enhancing management capacity in co-operatives;
- Business networking to position Co-operative as a preferred brand.

Around 900 persons attended the opening ceremony. 195 persons from 24 countries and three international organisations attended the event.



ICA Asia-Pacific Standing Committee, March 2008, Philippines

Europe

Visibility

Cooperatives Europe
Brussels, Belgium

2007 was the first full year of activity for Cooperatives Europe following its inception in November 2006 in Manchester, UK as the European region of the ICA. It was a year of building strong foundations, consolidating influence in the global organisation and utilising the strengths and interests of its members. Being part of a global alliance of co-operatives brought with it its own demands but added to the range of activity undertaken to achieve the prime aim of Cooperatives Europe: to unite, represent, promote and defend co-operatives in Europe.



Membership

As at 31 December 2008, Cooperatives Europe served 77 ICA members in the European region from 32 countries.

Influence

Cooperatives Europe's key committee, the European Union (EU) Co-ordinating Committee, strengthened its role as the co-operative voice listened to by the European Union institutions. The positions and opinions of Cooperatives Europe in response to open calls for consultation by the European Commission were well prepared and researched and were founded on the experience and knowledge of its members. The work of the Committee impacted upon European legislation and clearly demonstrated a different business model. The Accountancy Standards issue and the proposals for Company Law and Small Businesses were just some of the areas that the co-operative voice heard on. This was often done in an institutional environment which is at the very least indifferent and sometimes hostile towards the co-operative difference.

In May 2008 Cooperatives Europe, together with the University of Trento in Italy and the Co-operative Federation of Trentino, founded EURICSE, the European Research Centre for Co-operative and Social Enterprises, based in Trento, and supported financially for a six-year period by the Province of Trentino with a budget of € 6 million. The objectives of EURICSE are to build an integrated research network in Europe on co-operatives. A first common seminar was organised on the legal cases and fiscal issues with the European Union and showed the importance of linking research and policy making.

A new corporate image was developed for Cooperatives Europe that was made visible through a website and a public newsletter at the end of 2007.

National organisations and the sectoral organisations played a key part in making the co-operative voice representative and authoritative. Two examples of the collective approach were the campaign to explain the co-operative difference in the light of certain legal challenges before the European Commission and the realisation of the Cooperative House - Europe initiative. The campaign explaining the 'co-operative difference' showed that despite having differing national statutes an attack on a few galvanised the many to defend and promote a common interest - the role of the co-operative enterprise model in today's competitive economies.

Alerted in 2007 by its Italian members to the complaints against Italian co-operatives (later enlarged to the Spanish, French and Norwegian cases) in the consumer and banking sector of the EU and in the frame of European Competition Policy that were questioning the fundamental elements of the co-operative model of enterprise, Cooperatives Europe launched its first public internet and written petition "Hands off our co-

operatives, they compete fairly!" The campaign attracted strong political support from many national and European officials and elected representatives but also collected over 100,000 supporting signatures from members of co-operative enterprises. This political campaign made Cooperatives Europe known throughout Europe and positioned it as the cross sector voice of the European co-operative movement. The campaign slowed the process within the Commission that was trying to qualify the special fiscal treatments of co-operatives on indivisible reserves, co-operative dividend and limited interest on member shares as state aid.



Development

The detailed work on the engagement of European co-operatives in development projects across the world sourced a European compendium of over 300 projects in countries from the Balkans to Africa and from Asia to Latin America, which together is worth over € 80 million . This, coupled with the local network of co-operative partners that are worked with across the world, has made the European Commission aware of the co-operative movement's contribution to development issues. In addition, the financial capacity of the office was increased by managing successfully the first EU funded project and the first steps were taken to develop a positive environment for co-operatives in Montenegro as a door for Cooperatives Europe into the Balkans region of Europe.

Young co-operative decision makers' was the title of the very first European co-operative youth conference with the participation of Cooperatives Europe. About 60 participants from 12 different European countries (Belgium, Bulgaria, Czech Republic, Cyprus, Finland, France, Hungary, Italy, Poland, Portugal, United Kingdom and Ukraine) gathered in a co-operative-owned hotel complex in southern Bulgaria to consider the involvement of young co-operators in the decision making processes and to consider a range of best practice case studies.

Governance

Equally, the 'call for investment' to purchase a property in Brussels was answered by an unexpected number of organisations from across the region and it 'concretely' underlined the desire of European co-operatives to work together and speak with one voice. With a capital base of EUR 1.3 million, collected by 14 co-operative investors from member organisations, the first Co-operative House Europe in the 'Quartier Européen' of Brussels was purchased at the beginning of 2008 and renovation started in April 2008. After 6 months of work, Cooperatives Europe together with CECOP moved offices in November 2008. The Co-operative House is becoming the meeting place for member organisations when they are visiting the EU institutions or are organising meetings in Brussels.

The occasion of the 3rd Co-operative Convention hosted in Prague, Czech Republic in June 2007 provided the first opportunity for Cooperatives Europe to engage with its full membership in discussion and decision making on co-operative issues and interests. It also served as the venue to present the interim results of the SPP project before an audience of European Social Partners and the European Commission. The Social Partner Project provided the opportunity to start the process of recording the size and representativeness of co-operative organisations in each country of the region.

In conclusion, a strong administrative base plus effective consultative mechanisms have enabled a clear image of the role of the co-operative enterprise model across Europe to be promoted and made visible. It is clear from the Commission funded project under the Social Partner Programme that Cooperatives Europe is representative of co-operatives across Europe and that it could be an effective European Social Partner. Whilst it is gratifying to be in this position, it must not be forgotten that it can only be said that 'Cooperatives Europe is the voice of co-operation in Europe' because its member organisations are willing to give it that position.

ICA Board

2007-2008

ICA President



Ivano Barberini, Lega Nazionale delle Co-operative e Mutuel (LEGACOOP), Italy

ICA Vice-Presidents



Africa

Stanley Muchiri, Co-operative Bank of Kenya



Americas

Carlos Palacino, Saludcoop, Colombia (*until November 2008*)

Ramón Zúñiga Imperial, Caja Popular Mexicana (CPM), Mexico (*from November 2008*)



Asia/Pacific

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



Europe

Pauline Green, Co-operatives UK

Members (listed in alphabetical order):

Rahaiah Baهران, National Co-operative Organisation of Malaysia (ANGKASA) (*until October 2007*)
Won-Byung Choi, National Agricultural Co-operative Federation (NACF), Korea (*from June 2008*)
Dae-kun Chung, National Agricultural Co-operative Federation (NACF), Korea (*until June 2008*)
Alban d'Amours, Conseil Canadien de la Coop ration (CCC), Canada
Jean-Claude Dettleux, Groupement Nationale des Coop ratives, France
Steinar Dvergsdal, Federation of Norwegian Agricultural Co-operatives, Norway
Paul Hazen, National Cooperative Business Association, USA
Surinder Kumar Jakhar, Indian Farmers' Fertiliser Co-operative (IFFCO), India (*from October 2007*)
Gun-Britt Martensson, HSB: Riksforbund (Union of Housing Co-operatives), Sweden
Isami Miyata, Central Union of Agricultural Co-operatives (JA-ZENCHU), Japan
Maria Lourdes Ortellado Sienna, 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, Confederazione delle Cooperative Italiane (Confcooperative), Italy
Elisabeth Aba Smith, Ghana Co-operative Council, Ghana (*until May 2007*)
Tom Tar, Co-operative Federation of Nigeria, Nigeria (*from September 2007*)
Americio Utumi, Sao Paulo State Co-operative Organisation, Brazil

Co-opted to Board:

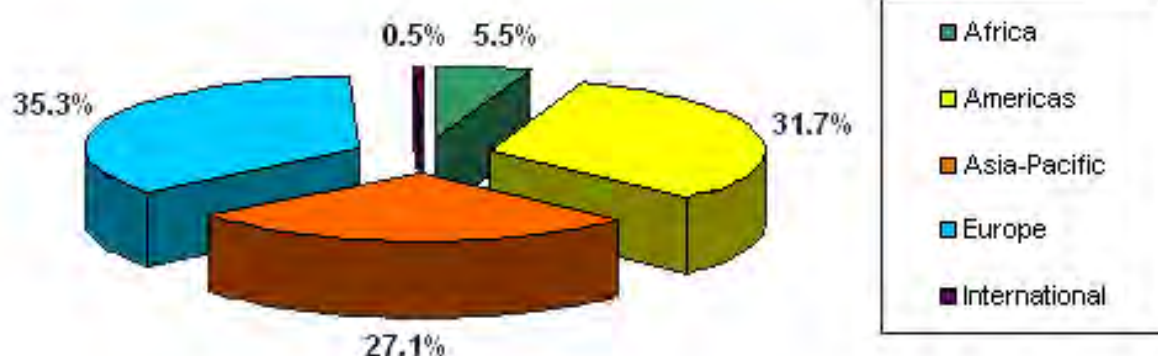
Teo Say Hong, Singapore (youth representative)
Jean-Louis Bancel, France (sectoral representative)
Javier Salaberria, Spain (sectoral representative)



ICA Members

31 December 2008

ICA had 218 member organisations: 209 members and 9 associate members from 85 countries. Members listed by region and country below.



Africa

Members

Botswana	Botswana Co-operative Association (BOCA)
Cape Verde	Federação Nacional das Cooperativas de Consumo (FENACCOOP)
Egypt	Central Productive Co-operative Union Higher Institute of Co-operative Management Studies
Kenya	Co-operative Bank of Kenya Ltd The Co-operative Insurance Company of Kenya Ltd. (CIC Insurance)
Mauritius	The Mauritius Co-operative Union Ltd (MCUL)
Morocco	Office du Développement de la Coopération (ODCo)
Nigeria	Co-operative Federation of Nigeria (CFN)
Tanzania	Tanzania Federation of Co-operatives Ltd (TFC)
Uganda	Uganda Co-operative Alliance Ltd. (UCA)

Associates

Namibia	Co-operative Advisory Board
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Americas

Members

Argentina	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.) 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
Bolivia	Cooperativa de Ahorro y Crédito Jesús Nazareno Ltda. (CJN) Cooperativa de Ahorro y Crédito San Martín de Porres Ltda. (COSMart) Cooperativa La Merced Ltda Cooperativa Rural de Electrificación Ltda. (CRE)
Brazil	Organização das Cooperativas Brasileiras (OCB) Unimed do Brasil, Confederação Nacional das Cooperativas Médicas Unimed do Estado de São Paulo - Federação Estadual das Cooperativas Médicas (FESP)
Canada	Canadian Cooperative Association (CCA) Conseil Canadien de la Coopération (CCC)
Chile	COOPEUCH Cooperativa de Ahorro y Crédito
Dominican Republic	Cooperativa Nacional de Servicios Múltiples de los Maestros (COOPNAMA)
Ecuador	Coopseguros del Ecuador S.A. (Coopseguros S.A.)
El Salvador	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES)
Guatemala	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP)
Haiti	Conseil National des Coopératives (C.N.C.)
Honduras	Cooperativa de Ahorro y Crédito "Sagrada Familia"
Mexico	Cooperativa Mixta de Mujeres Unidas Ltda (COMIXMUL) Caja Libertad S.C.L. Caja Popular Mexicana Confederación Nacional de Cooperativas de Actividades Diversas de la República 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.
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 (COOMECEIPAR) Cooperativa Universitaria Ltda Federación de Cooperativas de Producción (FECOPROD)

Americas (*continued*)

Members

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) Cooperativa de Ahorro y Credito La Rehabilitadora Ltda. N° 24 (COOPAC LA REHABILITADORA) Cooperativa de Ahorro y Crédito Santa María Magdalena, Ltda 219 (CACSM)
Puerto Rico	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA) Cooperativa de Ahorro y Crédito de Médicos y Otros Profesionales de la Salud (MEDICOOP) Cooperativa de Seguros de Vida de Puerto Rico (COSVI) Cooperativa de Seguros Múltiples de Puerto Rico Inc Liga de Cooperativas de Puerto Rico (LIGACOOOP)
United States	Agricultural Co-operative Development International/Volunteers in Overseas Co-operative Assistance (ACDI/VOCA) CHF International Credit Union National Association (CUNA) National Cooperative Business Association (NCBA) National Rural Electric Cooperative Association (NRECA) Nationwide Mutual Insurance Company NCB
Uruguay	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)

Associates

Costa Rica	Instituto Nacional de Fomento Cooperativo (INFOCOOP) Centro de Estudios y Capacitación Cooperativa R.L. (CENECOOP)
Dominican Republic	Instituto de Desarrollo y Crédito Cooperativo (IDECOOP)
Panama	Instituto Panameño Autónomo Cooperativo (IPACOOP)
Paraguay	Panel Compañía de Seguros Generales S.A. - Propiedad Cooperativa

Asia-Pacific

Members

Australia	Capricorn Society Ltd
Bangladesh	Bangladesh Jatiya Samabaya Union (BJSU)
China (P.R. of)	All China Federation of Supply & Marketing Co-operatives (ACFSMC)
Fiji	Fiji Co-operative Union Ltd. (FCUL)
India	Indian Farmers Fertiliser Co-operative (IFFCO) Indian Farm Forestry Development Co-operative Ltd. (IFFDC) 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	Central Organisation for Rural Co-operatives of Iran (CORC) Central Union of Rural & Agricultural Co-operatives of Iran (CURACI) Iran Central Chamber of Co-operative (ICC) Mollah-AI-Movahedin Credit Co-operative (MAMCC)
Israel	Central Union of Co-operative Societies in Israel Co-op Israel Kibbutz Movement
Japan	Central Union of Agricultural Co-operatives (JA-ZENCHU) 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

Asia-Pacific (*continued*)

Members

Kazakhstan	Union of Consumer Societies of the Republic of Kazakhstan
Korea (Rep. of)	Korean Federation of Community Credit Co-operatives (KFCC) National Agricultural Co-operative Federation (NACF) National Credit Union Federation of Korea (NACUFOK) National Federation of Fisheries Co-operatives (NFFC) National Forestry Co-operatives Federation (NFCF)
Kuwait	Union of Consumer Co-operative Societies (UCCS)
Malaysia	National Co-operative Organisation of Malaysia (ANGKASA) National Land Finance Co-operative Society Ltd. (Koperasi Kebangsaan Permodalan Tanah Berhad)
Myanmar	Union of Myanmar Central Co-operative Society Ltd
Nepal	National Co-operative Federation of Nepal
New Zealand	New Zealand Co-operatives Association Inc.
Pakistan	Karachi Co-operative Housing Societies Union Ltd
Philippines	National Confederation of Co-operatives (NATCCO)
Singapore	Singapore National Co-operative Federation Ltd (SNCF)
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)
Thailand	Association of Asian Confederations of Credit Unions (ACCU) The Co-operative League of Thailand
United Arab Emirates	Sharjah Co-operative Society
Vietnam	Vietnam Cooperatives Alliance (VCA)

Associates

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)

Europe

Members

Austria	Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv)
Belarus (Rep. 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)
Bulgaria	Central Co-operative Union (CCU) National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB)
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
Finland	Pellervo, Confederation of Finnish Co-operatives SOK Association SOKL (Finnish Co-operative Union)
France	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)
Germany	Deutscher Genossenschafts- und Raiffeisenverband e.V. (DGRV) GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V. Konsumverband eG Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)
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)
Italy	Associazione Generale Cooperative Italiane (A.G.C.I. Nazionale) Confederazione Cooperative Italiane (CONFCOOPERATIVE) Legga Nazionale delle Cooperative e Mutue (Legacoop)

Europe (*continued*)

Members

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 Spożywców Spolem)
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
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)
	Guild of National Co-operative Societies of Russia Non-profit Partnership (GNCSR)
	Moscow Regional Union of Consumer Societies
Serbia	Co-operative Union of Serbia
	Co-operative Union of Yugoslavia
Slovakia	Co-operative Union of the Slovak Republic (Družstevná Únia Slovenskej Republiky)
Slovenia	Co-operative Union of Slovenia Ltd. (Zadružna Zveza Slovenije)
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
	Union Nacional de Cooperativas de Consumidores y Usuarios de España (UNCCUE)

Europe (*continued*)

Members

Sweden	HSB:Riksförbund (Union of Housing Co-operatives) Kooperativa Förbundet (KF) (The Swedish Co-operative Union) Riksbyggen (Co-operative Housing Union)
Switzerland	Fédération des Coopératives Migros (FCM)
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)
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

Associate

United Kingdom	Co-operative Development Scotland (CDS)
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International

Members

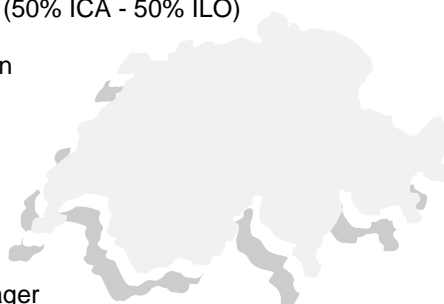
World Council of Credit Unions (WOCCU)
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ICA Staff

As at 31 December 2008

ICA Central Office: Geneva, Switzerland

- Iain Macdonald, Director-General
- Maria Elena Chavez Hertig, Deputy Director-General (50% ICA - 50% ILO)
- Guy Malacrida, Director of Finance and Administration
- Jan-Eirik Imbsen, Director of Development
- Marie-Claude Baan, Office Administrator (60%)
- Hassan Kashef, Financial Analyst (50%)
- Gretchen Warner, Membership & Development Manager
- Martin Inwood, Assistant to the Director-General



Secondment:

- Han-Ho Choi, Sectoral Organisations Manager and Agricultural Advisor (NACF, Korea)

ICA Africa: Nairobi, Kenya

- Jan-Eirik Imbsen, Acting Regional Director
- Stephen Kayima Kiwanuka, Project Manager
- Salome Wavinya Kimeu, Office Manager



ICA Americas: San José, Costa Rica

- Manuel Mariño, Regional Director
- Francia Borowy, Project Manager, Gender and Youth
- Paula Manzanares, Office Keeper
- Johnny Melendez, Finance and Administration
- Alberto Mora, Project Manager
- Carlos Quintero, Office Assistant
- Karla Schalager, Assistant to the Regional Director
- Diana Retana, Communications



ICA Asia-Pacific: New Delhi, India

- Shil Kwan Lee, Regional Director
- Rajiv Mehta, Director
- B.D. Sharma, Senior Consultant, Domus Trust
- Archana Gupta, Librarian, Domus Trust
- Sanjay Gupta, Accounts Assistant, Domus Trust
- 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, Domus Trust
- A.K. Taneja, Programme Officer



Secondment:

- Savitri Singh, Gender Programme Advisor (NCUI, India)
- Chang Hyun Kim, Agricultural Advisor (Business Office Singapore) (NACF, Korea)
- Tsubasa Nakamura, Special Advisor (JCCU, Japan)

Co-operatives Europe, ICA Europe Region: Brussel, Belgium

- Rainer Schlüter, Regional Director
- Agnès Mathis, Deputy Director/Consultation & Legal.
- Antonina Guarella, Assistant to the Director, Office Manager, Member Services & Statutory Activities.
- Ray Collins, Communication and Policy Advice
- Marc Noël, Finance, European Union Projects and Development
- Mirko Nodari, New Sector Development, Research, and Social Affairs



Secondment:

- Richard Mason, Climate change, ACT (Co-operative Group, UK)

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Sectoral Organisations

International Co-operative Agricultural Organisation (ICAO)
Web www.agricoop.org

International Co-operative Banking Association (ICBA)
Web www.icba.coop

Consumer Co-operative Worldwide (CCW)
Web www.ica.coop/ccw

International Co-operative Fisheries Organisation (ICFO)
www.ica.coop/icfo

International Health Co-operative Organisation (IHCO)
Web www.ica.coop/ihco

International Co-operative Housing Organisation (ICA Housing)
Web www.icahousing.coop

International Co-operative and Mutual Insurance Federation (ICMIF)
Web www.icmif.org

International Organisation of Industrial, Artisanal and Service Producers' Co-operatives (CICOPA)
Web www.cicopa.coop

Thematic Committees

Committee on Co-operative Research (ICACCR)
Web www.ica.coop/icaccr

Committee on Co-operative Communications (ICACC)
Web www.ica.coop/icacc

Human Resource Development Committee (ICAHRD)
Web www.ica.coop/hrd

Gender Equality Committee (ICAGEC)
Web www.ica.coop/gender

Identity Statement

Definition:

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

Values

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

Principles

The co-operative principles are guidelines by which co-operatives put their values into practice.

1st Principle: Voluntary and Open Membership

Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

2nd Principle: Democratic Member Control

Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organised in a democratic manner.

3rd Principle: Member Economic Participation

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

4th Principle: Autonomy and Independence

Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

5th Principle: Education, Training and Information

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.

6th Principle: Co-operation among Co-operatives

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

7th Principle: Concern for Community

Co-operatives work for the sustainable development of their communities through policies approved by their members.



International Co-operative Alliance
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