

International Co-operative Alliance

# Annual Report 2009



# 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 / Pauline Green

The four Vice Presidents of the ICA, Stanley Muchiri, Ramon Imperial Zuniga, Li Chunsheng and myself, were sadly required to take on the responsibilities of the President in May 2009 when our great friend and the ICA's serving President Ivano Barberini passed away following a long illness.

Ivano was a huge act to follow. He was a tireless and vigorous advocate and ambassador for the global movement, and in particular for the values and principles of co-operation. His contribution to the movement in Italy, and globally have been recognised and celebrated both during his lifetime and since.

A man of great integrity, courage and a pioneering spirit for the growth and development of a fairer and more just world – he is sadly missed.

The co-operative movement lauded his extraordinary contribution to the co-operative movement and to the ICA itself, he was posthumously presented with the ICA 2009 Rochdale Pioneer Award at the ICA General Assembly on 20 November 2009. The award was presented to his family by Juan Somavia, the Director-General of the International Labour Organisation (ILO) in recognition of tireless passion for promoting the co-operative movement.



*Ivano Barberini*



*Dame Pauline Green*

2009 represented the first year of the transitional phase from the old ICA Rules and subscription formula to the new ICA Statutes adopted by the General Assembly in November 2009. The Board has greatly appreciated the solidarity and support of all our members in helping to make this year successful. I am able to report that the subscription formula has performed as anticipated, and that during 2009 we saw a steady growth in membership for the first time in some years. This is a tribute to the clear recognition that it was time for change to enable the ICA to serve its members more effectively, but also to make it fit for purpose in the 21st century, and begin to attract into membership many more of the new and creative co-operatives that are growing around the world.

The economic and political environment that confronted the world in 2009 was shocking. The collapse of some of the best known blue chip financial institutions have devastated the hopes, aspirations and life expectations of many families and individuals.

I can, however, tell you that our movement has come through the economic upheaval well. What is now clear to all is that our ownership structure and democratic leadership has been a powerful factor in ensuring co-operative financial institutions have not engaged in dubious or suspect borrowing or lending policies. As a result we have sustained trust and confidence, and seen a flight into co-operative and mutual financial institutions, the growth of our asset base, our depositors and at a time when lending by our competitors has collapsed, we have retained and even grown our lending to enterprises and families. Unfortunately, however, co-operative enterprises are not safe from the impact of recession, and it is clear that the drop in consumer spending has had its effect on co-operatives. The economic situation is and will

be challenging for some time, but even so, our movement is experiencing a growth in interest and acknowledgement as a model of enterprise that is based on a globally recognised set of principles and values that have yet again stood the test of time.

2009 was a General Assembly year and the event was held in Geneva in November. The new Board that was elected expressed its determination to build on the enormous contribution of its predecessor and ensure that our movement has an active and campaigning voice in the global institutions. I was delighted and humbled to be elected the first woman President of the ICA in its 115 year history, and look forward with great excitement to the next four years.

Without doubt, the most uplifting event of the year was the decision of the United Nations General Assembly meeting in New York on 18 December to declare 2012, International Year of Co-operatives. This gives us an unparalleled opportunity to raise the visibility and influence of our movement and ensure that we can drive the growth and development of our co-operative family across the world. You can expect to hear much more about this in the coming weeks and months.

There is much to do and much to look forward to in the coming years, and I look forward to working with you all.



*Nerina and Sonia Barberini receiving the 2009 Rochdale Prize on behalf of Ivano Barberini*



*Pauline Green giving her first television interview as ICA President, Geneva (Switzerland), November 2009*

# Director-General

Iain Macdonald

2009 will probably be remembered in ICA for the end of an era and the beginning of a new one.

The passing of Ivano Barberini was a great shock to all, even to those of us who knew he was seriously ill. Ivano had dominated the life of ICA for the last eight years, and it was considerably due to his dogged determination that ICA recovered from its serious financial crisis at the beginning of the decade. A lifelong co-operator, Ivano was also a great ambassador, and much loved throughout the co-operative world. We also lost our much loved colleague, Marie-Claude Baan, whose loyalty and commitment to ICA was second to none.

2009 also saw the election of Dame Pauline Green as the first female president of the International Co-operative Alliance. As the successor to Ivano Barberini, the contrast in style could hardly be more different, and yet there are many similarities. Both share a passion for the co-operative movement, its global outreach and a belief that it holds the solutions to many of the world's problems. I am sure that Pauline's forthright approach will ensure that the co-operative voice is heard in the highest circles, and especially in the lead up to the celebration of the UN International Year of Co-operatives in 2012.

The ICA General Assembly held in November in Geneva, also elected a new board containing several new faces, emphasising our democratic credentials. I am sure they will provide strong support and guidance to the new president.

So for me, these are the two highlights of 2009. but of course, much more has been happening as well. Halfway through the year I announced my intention to retire as Director-General during 2010 and by the end of 2009, the process of choosing my successor was well in hand.



*Iain Macdonald addressing the 2009 ICA General Assembly, Geneva*



well as of the global strategy itself. The ICA Governance Committee is also considering a more meaningful role for the ICA sectoral organisations, which should complete the picture.

Some might say that too much time has been taken up over the last few years on structural issues. I think I might agree, but I would also say that some of these changes had been put off for too long, and, without them, it was difficult for ICA to be seen as a modern, progressive organisation.



I am convinced that my successor will enjoy the fruits of these deliberations. The ICA is already seeing an increase in membership as a result of a fairer and more transparent subscription formula. There is also without question a huge increase in interest in the co-operative model of business. Much of this of course is down to the inability of the neo-liberal economic system not to overreach itself. The financial and economic crisis has shown to many, the unacceptable face of capitalism and how co-operative enterprise with its emphasis on solidarity, democracy, social justice, and responsible trading can provide a better form of doing business. Indeed in 2009, ICA was commissioned by the International Labour Office (ILO) to undertake research which showed quite clearly how the co-operative business model was more resilient in times of crisis.



Our work on international accounting standards is also beginning to bear fruit with the recognition by the International Accounting Standards Board that special consideration had to be given to the co-operative form of accounting.



This year has also seen the establishment of our international trade fair in the co-operative calendar - ICA Expo 2010 will take place in Bangalore, India in December 2010. I am sure this event will go from strength to strength, emphasising as it does the sixth Co-operative Principle, *Co-operating among Co-operatives*, and proving to ourselves, as well as to the outside world, that we are an economic force to be reckoned with.

At the end of 2009, the United Nations General Assembly agreed to declare 2012 as the International Year of Co-operatives. This could be the biggest opportunity for the global co-operative movement in over fifty years. Given the economic climate I have just described, the world is looking for something better. If we can cast aside our normal reticence and our apparent reluctance to adopt modern marketing tools, we could move the co-operative movement from being an also-ran to a mainstream player. The ICA Global 300 project has already shown that co-operatives already are a major economic player, but unfortunately, nobody seems to know about it. This is our chance to change that misconception once and for all.



My last words are for my colleagues, globally and regionally, who have supported me so well over the last eight years. Without them, I could not have survived in what is the best job in the co-operative world. Thanks to them, I retire in the knowledge that the ICA is in a good place to achieve much more.



Iain and Joan Macdonald in Geneva, Switzerland

# 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 manages the financing of the ICA structure.

### Membership

The ICA welcomed 30 new member organisations from all regions during the reporting period. The total membership as of 31 December 2009 was 235 member organisations: 207 members and 28 associate members from 87 countries. This is a positive membership growth of 19 member organisations as compared to 2008.

The Central Office continued to make the *ICA Member Directory* available. Published quarterly, it aims to promote interaction among members and facilitate contacts with ICA bodies. The directory lists the name, address and contacts of each of its members and structures. This publication is made available only to ICA members.

A new membership packet was put together to assist all parts of the ICA structure to help attract new members and facilitate potential members' understanding of the subscription formula and application process.

### Influence

#### ***Interaction with Global Organisations***

2009 was a year which focused in particular on collaboration with the United Nations (UN) and International Labour Office (ILO), with major activities around the International Day and Year of Co-operatives, as well as the mounting evidence on the resilience of co-operatives to the financial and economic crisis.

The Central Office worked with the UN through the Committee for the Promotion and Advancement of Co-operatives (COPAC) to choose the theme of International Day of Co-operatives 2009—*Driving global recovery through co-operative enterprise*—celebrated around the world on 3 July. ICA also designed a logo for the Day and released its message in three languages. ICA members widely disseminated the message, translated it into their national languages and held a variety of events, conferences and meetings. The Day was an opportunity for co-operative organisations to raise co-operative profile by showing that co-operatives should be seen as a valid alternative to investor-owned business—co-operatives not only survive crisis, they drive recovery.

The Central Office also continued to work with the International Labour Office (ILO) on promoting co-operatives and raising awareness on co-operatives. ICA was commissioned by the ILO to prepare a publication entitled, *Resilience of the Co-operative Business Model in Times of Crisis*. The report provided historical and current empirical evidence that shows that the co-operative model of enterprise survives crisis, but more importantly that it is a sustainable form of enterprise able to withstand crisis maintain livelihoods of the communities in which they operate. The publication was distributed at the ILO Conference which brings together nearly 2,000 government, worker and employer representatives.



Two other joint ICA-ILO publications were released in 2009 on the issue of child labour and co-operatives including a training manual for agricultural co-operatives.

The ICA also worked with the United Nations on the International Year of Co-operatives initiative with Central Office taking a lead and co-ordinating role. The ICA participated in the United Nations Expert Group Meeting on "Co-operatives in a world in Crisis / International Year of Co-operatives" which was co-organised by the Division for Social Policy and Development of the United Nations Department of Economic and Social Affairs (UNDESA) and ICA. The meeting, provided input on the objectives, desired outcomes, programmes and activities, resource requirements and partnerships for the International Year of Co-operatives.

Finally, the ICA was represented at the United Nations 53<sup>rd</sup> Session of the Commission on the Status of Women following up on its commitment to promote gender equality within the Co-operative Movement.

### **Global ICA Database**

The Central Office initiated work on updating its membership and statistical database. Working with the regional offices and sectoral organisations, it engaged in a review of the data collected including definition issues and ensuring reliable and up-to-date data accessibility. The Global Database will be accessible and editable via a web-interface by the entire ICA structure in 2010.

### **Global 300**

The Global 300 statistics continued to be updated. The on-line Global 300 and Developing 300 database was launched in 2009 to permit data to be consulted and enable a wide range of specific data searches. It also makes it possible for organisations on the list to edit and input data building on the accuracy and timeliness of data, see [www.global300.coop](http://www.global300.coop).

### **Development**

The co-operative reconstruction activities in the areas hit by the Tsunami have been gradually phased out. However, the frequency of natural and man-made disasters unfortunately seems to be on the increase. Knowing that disasters will strike again, the issue of preparedness therefore had to be addressed by the ICA. The outcome was the formulation of a Protocol for post-disaster reconstruction. The Protocol will serve as a framework to mobilise the resources of the co-operative movement to rebuild the livelihoods of co-operative members and their families and communities who are victims of natural and man-made disasters. The vision of the Protocol is to make it easier for the co-operative movement to contribute to disaster reconstruction and to ensure that their help is delivered in a co-ordinated and effective manner. The Protocol will be submitted to the ICA Board for its approval. It will then be introduced to the co-operative world which will be asked for its support.

The ICA enjoys a constructive collaboration with a number of co-operative development agencies in the implementation of its strategic plan. The ICA is uniquely positioned to bring together the agencies with a view to improving collaboration and effectiveness. A series of meetings of agencies and co-operatives involved in co-operative development were earlier held at the global level. These meetings have now been followed by a series of meetings at the African regional level. Being the driver of this process, the ICA is making an important contribution to co-operative development by raising the awareness of the relevance and importance of the sixth principle of co-operation among co-operatives.

### **Governance**

The Central Office organised a successful ICA General Assembly on the theme "Global Crisis-Co-operative Opportunity". Held in November 2009 in Geneva, Switzerland, 292 representatives, 24 associates and 170 observers from over 60 countries participated .



The Central Office also provided secretariat services for the Global Board, its committees (human resource, governance, membership, and audit & risk) and working groups (accounting standards).

# Africa

## Renewal

ICA Africa  
Nairobi, Kenya

### Membership

A highly participative *Second Members' Forum* was held in Kampala, Uganda in July 2009 just prior to the Ministerial Conference Technical Committee. The large number of participants was encouraging and a reflection of the relevance of ICA Africa. Participants received and discussed a progress report on the recommendations of the First Members Forum related to member recruitment, the establishment of an Endowment Fund, the development of member driven programmes in areas such as lobby and advocacy, marketing, information and the strengthening of the capacity of the regional office to service member needs. It also examined priorities ahead and reviewed expectations for the Ministerial Conference.

Seven new members joined ICA from the region in 2009. Close relations were also re-established with the Egyptian Co-operative Movement.

### Influence

#### **9th ICA African Co-operative Ministers Conference**

The major activity in 2009 to influence and promote change for co-operatives in the region was the *9th ICA African Ministerial Conference*. A preparatory technical committee meeting was held 13-15 July 2009 in Kampala, Uganda, where country reports were reviewed in view of setting the agenda for the Ministerial Conference.

The *9th ICA African Co-operative Ministers Conference* took place in Nairobi, Kenya from 22-24 October 2009. The theme was "Driving Social and Economic Recovery through Innovative Co-operative Enterprise".

The Conference was opened in the presence of 100 delegates and hundreds of observers. The delegates included several Ministers and senior government representatives as well as leaders of co-operative movements from a large number of countries. The Conference noted the significant progress in achieving the strategies set out in last Ministerial Conference held in Lesotho in 2005 – particularly in the areas of policy and legal reforms, gender, youth as well as co-operative finance and human resource development, and that further efforts and action are still required – especially in the areas of research, regional integration, HIV/AIDS, strengthening national structures and information and communication technology. In addition they made recommendation on fifteen key strategic areas that will guide the co-operative movement in Africa for the next three years.



*Participants of the Ministerial Conference, Nairobi, Kenya*

In the Ministerial Conference Communiqué, Ministers committed their governments' support to the implementation of ICA Africa's Strategy Plan 2009 and promised to create an enabling environment for the implementation of the Strategy. The Recommendations of the Conference recognised the important role played by ICA Africa and an agreement to support the office financially.

## **ICA Africa Regional Gender Conference**

The third ICA Africa Gender Conference that was held in conjunction with the *9th ICA Africa Ministerial Conference* in Nairobi. The Conference discussed how the regional Gender Strategy Framework can be implemented at the national level. The first two regional conferences were held in Maseru, Lesotho and in Abuja, Nigeria.

## **Development**

### **Partners**

The second African Co-operative Development Agencies Forum took place in Nairobi from 9-11 December 2009. Representatives from 13 agencies involved in co-operative development in Africa exchanged best practices, shared learning and challenges in strengthening co-operatives and communities in Africa and discussed how to best contribute to existing, and increased collaboration and information sharing among co-operative development agencies. Participants identified several areas of collaboration including joint Africa specific events/activities for the International Year of Co-operatives 2012. It was very encouraging to note the willingness to strengthen exchange and collaboration, and the joint decision to continue to hold these meetings which brought value to the agencies activities. This validated the idea and concept of bringing the agencies together and underlined ICA's role in making this exchange possible. The meeting was jointly hosted by Legacoop of Italy, the National Co-operative Business Association (NCBA) of the USA, and ICA Africa.

ICA Africa also receives strong support for the implementation ICA Africa's Strategy Plan from the Swedish Co-operative Centre (SCC) and the Canadian Co-operative Association (CCA).

ICA Africa also continues to enjoy a very close collaboration with International Labour Organisation's COOPAfrica programme. ICA Africa is represented on its Steering and Selection Committees.

Finally, ICA Africa signed a Memorandum of Understanding with the Negev Institute for Strategies of Peace and Development (NISPED) of Israel to collaborate in the provision of capacity building and management training programmes as well as the development and implementation of projects and activities to alleviate poverty

## **Governance**

The regional office moved to a new location in Nairobi during the 2009.

The ICA Africa Regional Board three times during 2009 to review the work of the office and address items of importance to the co-operative movement in the region. At the February 2009 meeting, the Board held a one-day meeting to discuss the new Four-Year Strategic Plan for Co-operative Renewal in Africa.

### **Endowment Fund**

The ICA Africa Members' Forum held in May 2008 recommended that an *Endowment Fund* be set up to ensure the long term sustainability of ICA Africa. This recommendation was approved at the ICA Africa Regional Assembly held in Abuja, Nigeria in November 2008. In early 2009, ICA Africa commissioned the formulation of the terms of reference (ToR) on the preparation of a feasibility study to establish the viability and practicality of the proposed Fund. The overall scope of the feasibility study is to provide a report on the financial viability of establishing an *Endowment Fund* to finance the operating expenses of the ICA Africa Regional Office on a long term sustainable basis and also to explore other innovative ways of subsidising the investment returns from the Endowment Fund. The ToR was followed by a bidding process.



*ICA Africa Regional Office*

# Americas

## Innovation

ICA Americas  
San José, Costa Rica

2009 proved to be a challenging year for ICA Americas from which it emerged positively. It adjusted to the new ICA global strategic planning process and overhauled the regional conference concept and methodology into an innovative *Co-operative Summit of the Americas* concept.

### Membership

During 2009, the number of countries in which ICA has member organisations remained stable. The year began with 69 member organisations, 3 of which associate members and ended with a net increase of seven new members. At year end, the region counted with 76 members and an additional member admitted but not yet formally a member. The ICA also counted with 3 withdrawals of member organisations covered by the region.



*1st Co-operative Summit of the Americas, Guadalajara (Mexico)*

### Influence

The First Co-operative Summit of the Americas on the theme, *The Co-operative Model: Response to Global Crises*, was not only a meeting for co-operators, but also an opportunity to undertake a multi-dimensional and deep analysis of global crises that impacted economies in the region and around the world. It therefore provided a forum and an output to influence policy-makers.

The Guadalajara Declaration, adopted by the Summit, was the result of active and participative interchange of ideas of the participants. This declaration also demonstrated the growing interest of the co-operative movement in environmental issues as well as the need to take action to prevent environmental damage. The Summit also spotlighted the Pacto Verde Cooperativo (Co-operative Green Pact), an agreement to adopt actions and procedures to foster environmental preservation. Participants were asked to sign the Pact as a commitment to follow-up. Although a large number of co-operative enterprises are already engaged in activities to protect natural resources and promote sustainable development, the challenge remains. It is the responsibility of men and women involved in the co-operative sector to put the Guadalajara Declaration into practice through specific actions so that co-operatives can effectively provide solutions to impacts of global crises.

2009 also saw the launching of an English version newsletter to strengthen relationships with ICA Americas members based on English speaking countries. The quarterly digital publication includes articles of general co-operative interest and interviews with prominent figures of the co-operative movement.

### Development

During 2009 the most important project implemented at regional level was *Advocacy, Governance and Co-operative Development* supported by the Swedish Co-operative Centre. The main objective of the project was to strengthen co-operatives' advocacy capacity and improve their governance. It also included a co-operative development component. A second phase of the project is planned for 2010-2012.

As part of this project several academic activities and conferences took place in order to raise awareness on governance, ethics and leadership issues.

## **Gender**

ICA Americas is aware of the need to have a practice consistent with the co-operative principles. To this end, ICA Americas, the Swedish Co-operative Centre and the Confederation of Co-operatives of the Caribbean, Central and South America, on the occasion of the International Women's Day, informed co-operative men and women their decision to articulate the co-operative principles with the actions aimed to promote gender equity. The most significant outcome of this work has been the implementation of the tripartite project "Certification in Gender Equity within Co-operatives" which started in November 2009.



ICA Americas also organised a meeting on business venture by and for Central American women entitled, *Making the difference*. Seventy women met in Costa Rica in December 2009 to share their personal experience as entrepreneurs, challenges and successes, as they tried to turn ideas and dreams into productive businesses.

## **Youth**

As a preparatory activity for the Co-operative Summit, the ICA Americas Youth Network held a videoconference in May 2009 in which representatives of co-operative youth in Colombia, Costa Rica, Mexico and Dominican Republic took part. This event was used as a means to enable each delegation to input into the discussion on the sub-topics of the third thematic axis of the Summit.

## **Social Balance**

ICA Americas offers the possibility of certifying the Social Balance of co-operative organisations; it verifies the organisations comply with the methodology designed by region. The Social Balance is a methodology that enables self-diagnosis about the level of compliance with the co-operative principles, planning, implementation and correct control of such principles when put into practice. The Co-operative Social Balance (BSCoop) is the formal presentation of a report on the results achieved by the organisation regarding each co-operative principle, in its various dimensions and with its respective indicators. Thus, it makes it possible to quantitatively measure the impacts achieved. ICA Americas promotes the BSCoop model throughout the region, as a valuable tool to educate in co-operative values and measure Co-operative Social Responsibility.

## **Governance**

In 2009 the President of the ICA Americas Regional Board visited several countries in the region to meet with members in region leading to strengthened relationships between ICA and its members. Four ICA Americas Regional Board meetings were held in 2009 in Buenos Aires, Argentina, in Lima, Peru; during the Summit in Mexico and in Cali, Colombia.

ICA Americas organised its annual conference, First Co-operative Summit of the Americas: The Co-operative Model: Response to Global Crises, in Guadalajara, Mexico, 21-25 September 2009. With over 1,300 participants, the Summit was a successful event showing the capacity and the willingness to dialogue of the Co-operative Movements in the region.

## **Finance**

As a result of a strong positioning of the organisation and the support it receives from the co-operative movement in the region in all the activities it carried out, ICA Americas economic growth remained steady and stable, as in the two previous years.

## **Staff**

In 2009, the Regional Office counted with eleven permanent staff. The Office created a new Environment Area which focuses on ecology and environmental sustainability. Also, ICA Americas provided two internships.



# Asia-Pacific

## Expansion

ICA Asia-Pacific  
New Delhi, India

In 2009 ICA Asia-Pacific (ICA AP) focused on enhanced interaction with members, bringing uncovered countries into the fold of ICA, evolving innovative strategies for development of new generation co-operatives, as well as undertaking on-going capacity building programs for co-operative development. Highlights of activities during the year included meetings and conferences on co-operative legislation, development, agricultural marketing, capacity building, management training, leadership development programs for rural women, capacity building programmes for consumer co-operatives and youth, and conference on enhanced role of co-operatives in recovery from the economic crisis.

## Membership

In 2009, ICA AP put significant effort into the recruitment of new members. This included carrying out an exploratory mission to induct new members from Kazakhstan, Turkmenistan and Mongolia; and the initiation of contacts with possible new members in Gulf States with particular emphasis on Saudi Arabia and Bahrain. The office also undertook a confidence building mission to Bangladesh. To assist with the recruitment effort it published a simple brochure explaining the benefits of joining ICA and how to apply for membership.

Seven organisations joined ICA from Asia-Pacific region during 2009. At the end of 2009, ICA AP served a total of 68 ICA member organisations from 25 countries.

## Influence

ICA AP organised and participated in a number events to promote and advance co-operatives with policy-makers.

Regional Director, Shil Kwan Lee, met with Dr. Hosseini Nia, Deputy Minister of Co-operatives of the Islamic Republic of Iran along with 20 officials of the most successful co-operatives at the ICA AP offices. The main objective of the visit was to better understand the relationship between governments and the co-operative movement in view of promoting co-operative development.

Ivano Barberini, President of ICA, visited India on the invitation of Co-operative Minister of Punjab to inaugurate the National Conference on Revival of Rural Co-operative Credit in India in Chandigarh on 9 February and to deliver the *Vaikunth Bhai Mehta Memorial Lecture* in New Delhi on 12 February.

ICA AP was invited to participate *The Co-operative Societies Forum* by the Ministry of Social Affairs in Saudi Arabia held in Riyadh on 24-26 May. The objective of the Forum was to promote the scope and potential of co-operatives in the largest country of the Gulf Co-operation Council (GCC) sub-region. ICA was invited to the Forum to provide a global perspective to the deliberations at the Forum. It was attended by more than 150 delegates from Saudi Arabia and other countries of the GCC sub-region including the United Arab Emirates, Kuwait, Yemen, Bahrain and Oman.



ICA President with the  
Co-operative Minister of Punjab

The office continued to also ensure members updated information through its website providing membership information and details together with regular updates on various technical papers presented at ICA AP conferences, meetings and seminars. It also produced a quarterly newsletter.

## Development

A number of activities to build the capacity of members in the region were held.

A number of activities were held to support agricultural co-operative development. ICA AP held the Ministry of Agriculture, Fisheries and Forestry of the Government of Japan supported ICA-Japan training programmes on *Enhancement of Farmers' Income and Poverty Reduction through Co-operatives*, *Promotion of Sustainable Enterprises for Rural Women*, and *Capacity Building for Marketing*. The office also organised a visit of agricultural co-operative managers to Korea. ICA AP also implemented the AGRITERRA supported project on the *Promotion of Sustainable Model of Agricultural Co-operatives* in Afghanistan, Cambodia and Laos. ICA-AP supported the organisation of a national seminar on Finalisation of Co-operative Decree to provide legal framework for co-operatives in Laos. The seminar was organised from 18th to 20th May in collaboration with the Ministry of Justice and Ministry of Agriculture and Forestry (MAFF) of Laos. Nearly 50 participants attended the seminar.



In the consumer sector, ICA AP organised a Singapore National Co-operative Federation (SNCF) sponsored training programme for the managers of consumer and apex co-operatives.

Other capacity building activities included the post-disaster co-operative reconstruction programme in Myanmar; the Indian Farmers' Fertiliser Co-operative Organisation (IFFCO) supported project on youth and women empowerment in Sri Lanka; the ICA-National Co-operative Union of India (NCUI)-United Nations Development Programme (UNDP) project on HIV/AIDS awareness generation in India.

A conference on the *Enhanced Role of Co-operatives in Recovery from the Economic Crisis* was organised by ICA AP in collaboration with the Co-operative League of Thailand (CLT) and IFFCO in Bangkok on 2-4 July. The objective was to create a shared vision on the scope and role of co-operatives in the global economic crisis so as to devise a common strategy to reposition co-operatives as the preferred form of enterprises and as global alternative of significance. 75 participants from co-operatives and Governments of 16 countries in the Asia-Pacific region attended the conference.



*Regional workshop on "Enhancing the Role of Women in Co-operatives"*

Finally, the ICA AP sectoral committee on Campus/University Conference in Thailand and its 1st meeting; (e) Meetings of sectoral/thematic committees -

## Governance

The ICA AP Regional Board met three times in 2009—in June in Tokyo (Japan), in October in Beijing (China) and in November in conjunction with the ICA General Assembly in Geneva (Switzerland).

The regional office provided timely publications of the 2008 annual activity report; agriculture, consumer, women and research.

Mr. Shil Kwan Lee, Regional Director retired as of 31 December 2009 after eight years of service to the ICA. His successor, Dr. Chan Ho Choi was appointed in 2009 with effect from January 2010.

# Europe

## Consolidation

Cooperatives Europe  
Brussels, Belgium

2009 was final year of *Cooperatives Europe* first four-year plan and so work focused on the consolidation of work practices and the culmination of the previous three years rolling work programmes.



As the effects of the credit crisis of previous years took hold and European economies grappled with the effects of deep recession, co-operative enterprises redoubled their efforts to prove their sustainability and their worth as a safe haven. *Cooperatives Europe* attempted to support these individual efforts by building support for the co-operative business model at the European and national levels.

### Membership

Three new members from France Ireland and the United Kingdom were admitted. Unfortunately, these new members did not balance the 5 withdrawals of members in the region. However applications in the second half of the year increased.

### Influence

Following the disastrous effects of the 2008 crisis within the financial institutions and the plunge into economic recession during 2009, the need for an effective and respected lobbying function for *Cooperatives Europe* was heightened. The European Union Consultation Committee (EUCC) continued to rise to this challenge, be it at the consultative level of providing opinions on European Commission legislative proposals or the timely defence of co-operative values and principals at the executive decision-making levels. The legal challenges before the European Commission against some co-operative organisations did not all run their full course and still demanded the attention of the EUCC. The experience and expertise of the sector organisations and the national apex bodies continued to prove their worth in the formulation of the considered positions of *Cooperatives Europe*. An active role in European Union (EU) working groups in development was taken and *Cooperatives Europe* was called upon as an expert to input into policy-formulation and opinions.

The electoral cycle of *Cooperatives Europe* partially converged with that of the two major institutions of the European Union that are interacted with, namely the European Parliament and the European Commission. The new parliament (June 2009) and the nomination of the new Commission gave the opportunity to layout the framework and content that the movement sees as the foundation for the work with these institutions for the period 2010-14. Accordingly, a contact group was formed with Members of the European Parliament to enable 'friends of the co-operative business model' to have regular communication access to assists in getting the co-operative voice and message into the legislative process and equally, acting as an alert system to keep *Cooperatives Europe* and members aware of current political debates and strategies that form the basis of growth and development in the EU.

The new mandates and new European Commissioners taking office at the beginning of 2010 also gave the opportunity to reformulate *Cooperatives Europe* lobby and communication strategies to ensure that the voice of the European Co-operative Movement be heard at all levels of the executive bodies of the EU. The continuing presence and visibility in these centres of policy development and implementation will remain a prime concern in the coming years.

## Development

While the European Union is a focus of much of the work of *Cooperatives Europe*, co-operative development in the wider Europe is not ignored. The emerging economies in the Balkans region have the potential of providing fertile ground for new co-operative initiatives. An EU funded project in Montenegro could well provide a model for co-operative development in the region. The planned 2010 Regional Assembly in Moscow was to also enhance the relationship with members in that part of the region.

Externally funded projects (e.g. Erasmus for Young Entrepreneurs—Coop Erasmus and Territorial Quality Standards in Social Services) contributed to the scope of activities with the second EU funded Social Dialogue project providing significant interaction with member organisations. The past three year involvement with the Social Partner Programme gave valuable information and an understanding of the role co-operatives play in the national and European Social Dialogues.

The introduction of 'growth and development' funding streams enabled individual member organisations to contribute resources to *Cooperatives Europe* for support for particular issues of concern to them that can be addressed at the European wide level. This funding has enabled us to take initiatives in the pharmacy and energy sectors that bring together networks of service providers for joint engagements.

The ACT! Project, providing a common voice for co-operators in 'Addressing the Climate Threat' formed working relationships with other campaigning groups and international organisations whilst aiming to enable co-operatives and their members to monitor and reduce their own carbon footprints.



The establishment of the European Institute on Co-operative and Social Enterprises (EURICSE) as a centre for research and innovative thinking will increasingly fill the gap that has existed in *Cooperatives Europe* planning and development processes. As a founding member, *Cooperatives Europe* encourages all member organisations to take full advantage of the Centre's research programmes and events and to actively consider the mainstreaming of this approach to their own development strategies.

## Governance

On the overall management front, the Board of Directors, the Executive Committee and the staff have diligently addressed the financial management and budgetary control issues presented by the increasing demands on the limited available funds. An active involvement in the management and development of the global ICA has likewise demanded committed efforts to attain a mutually productive working relationship.

The good governance of Cooperatives Europe was assured by four meeting of the Board, and three Executive Committee meetings. Its General Assembly and conference was held in Sofia, Bulgaria on the theme, "The co-operative response to the economic downturn ... social interests, trust and innovation".

The full commissioning of the 'Cooperative House' in Brussels is now providing an efficient home for the governing structures of *Cooperatives Europe* and it enables the secretariat team of 5.5 full time and 1 intern to maintain a fully functional visibility to the outside world whilst providing a supportive centre for delivering services to our members.



*Cooperatives Europe Board*

# Sectoral Organisations

## Banking, Health, Housing, Workers

Organisations open to all ICA members working on sectoral issues

The ICA has seven sectoral organisations which regroup and serve ICA member organisations. There are sectoral organisations for agriculture, banking, consumers, health, housing, insurance, and workers production. Below are reports from four sectoral organisations on their activities.

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



ICBA activities during the year 2009 were driven by three main objectives, promote the co-operative banking model and defend members interests; strengthen the internal co-ordination and communication among ICBA members; and help co-operative banks face new challenges on the international arena.

*Membership:* ICBA supported the global membership drive by sending those ICBA members who were not members of global ICA a letter encouraging their membership. It also updated its directory of co-operative banks and credit unions in order to develop a membership recruitment strategy.

*Influence:* Communications tools were enhanced with the publication of three issues of the ICBA newsletter (March, June and November 2009) and the redesign of the website and the addition of a section in Spanish. ICBA also established a Global 50 ranking of co-operative banks using as the basis the Global 300 project methodology and data.

ICBA issued a number of declarations about co-operative banks and the international financial crisis. It addressed the G20 2009 meeting with a position paper. A letter was also sent to the Basel Committee on Banking Supervision in the name of ICBA members to inform them about the co-operative interests in the current reforms.

ICBA held its annual seminar and focused this year on the role of co-operative in green growth. It also raised the issue of independent board members in co-operative banks for a discussion within the membership.

*Development:* In a perspective of building strategic partnerships with mutuals, a study was undertaken on the points of convergence between co-operatives and mutuals.

*Governance:* ICBA members in 2009 held consultations on the consequences of ICA restructuring on ICBA and to the governance reforms that would impact the organisation.

ICBA organised its annual statutory meetings (board and general assembly) and annual seminar in conjunction with the ICA General Assembly in November in Geneva, Switzerland.

### International Health Co-operative Organisation (IHC)



IHC brings together co-operatives within the ICA membership that provide healthcare or provide self-employment for health professionals (doctors, nurses, etc.) or integrate consumers' and producers' co-operatives

*Development:* IHC lends its support to a health co-operative initiative in Malaysia intended to develop pharmaceutical co-operatives to supply other health co-operatives with medication more efficiently and cheaply. It also has worked with Nembra Hospital in Rwanda and Goundi Hospital in Chad. Both institutions are well established within their corresponding geographical and social contexts, and both have in common the fact that they provide healthcare services and training in the form



of a medical and nursing school operated jointly with local authorities, with co-operative members acting as trainers alongside their medical tasks, which take place on a one-off basis and as a practical contribution to the training of local professionals, who are themselves in the main responsible for actually tending to the population.

*Influence:* IHCO dedicates considerable efforts to promoting the co-operative option for healthcare, offering advice to healthcare institutions and providing co-operative training for health professionals and students. Within this context, during 2009 IHCO President, Dr. Guisado, and Vice President, Dr. Aquino, took part at the 36th World Hospital Congress held in Rio de Janeiro, where they presented the health co-operative model. Similar presentations were also made to future healthcare executives, in particular to those at the University of Bologna (Italy), at Georgia State University in Atlanta (USA), and at Barcelona University (Spain).

The IHCO also works directly with a number of national governments on the implementation of co-operative management at public healthcare facilities, and with international bodies such as the International Labour Organisation and the World Health Organisation.

IHCO maintains a website and issues a newsletter to provide current and future members updates in the field.



*IHCO members at the IHCO General Assembly, Geneva*

*Governance:* The IHCO was actively involved in the process of restructuring the ICA and in particular aspects connected with the new situation of sectoral organisations following the 2008 Extraordinary General Assembly. The IHCO General Assembly, held in Geneva in November 2009, contributed ideas and reflections which, from the perspective of health co-operatives could strengthen and improve the efficiency of the ICA and underpin its global organisational structure.

## ICA Housing

2009 was the first year implementation of the Four-Year Strategic Plan adopted at ICA Housing's strategic planning session held in November 2008.

*Membership:* Two ICA members joined ICA Housing in 2009. It was active and successful in explaining to members the changes in the *ICA Rules* with regard to member and encouraged them to become members of ICA and participate in ICA Housing.



*Influence:* Significant process was accomplished in gathering relevant information on housing co-operatives around the world. A major accomplishment has been the development of an on-line database for ICA Housing members. The database includes information about housing co-operatives in a particular country with a best practices section as well as information on members in each country. To date the database contains information on 20 countries. ICA Housing continued to publish in-country profiles describing the housing co-operative systems in each member's country and their histories.

The ICA Housing website was also regularly updated resulting in an increase in traffic. To maintain regular contact with members and circulate information to them, a new e-bulletin was published four times during the year.

*Development:* A seminar *Financing Housing Co-operatives in a Credit Crunch* was held in conjunction with the ICA General Assembly and ICA Housing Plenary meeting in Geneva, Switzerland. The seminar enabled members to learn about innovative financial mechanisms in other countries.

*Governance:* ICA Housing held its bi-annual plenary in conjunction with the ICA General Assembly in Geneva, Switzerland where elections were held. Five new board members were elected and David Rodgers from CDS Co-operatives in UK was elected as the new president of ICA Housing. The Board reviewed and adopted new rules to reflect the restructuring of the ICA and these were submitted for

# Sectoral Organisations

## Banking, Health, Housing, Workers

Organisations open to all ICA members working on sectoral issues

approval to the ICA Board and held in-depth discussions on the impact of the restructuring of the membership and fees for the ICA, in particular the role and place of the sectoral organisations within ICA.

ICA Housing successfully mobilised additional financial resources and contributions of staff time from CHF International (USA), the Co-operative Housing Federation of Canada and CDS Co-operatives in the UK which enabled ICA Housing to hire staff for its work and administration in addition to the funds received through ICA global membership redistribution.

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



*Membership:* A substantial amount of time was spent in 2009 in the follow-up of the ICA reform process, in particular the whole re-registration procedure of members. CICOPA also initiated contacts with ICA members in view of their possible involvement in CICOPA. The CICOPA president and/or staff had the opportunity to have specific meetings with around half of CICOPA members in the course of the year.

CICOPA has also worked hard to collect and process of data on members, in particular statistical data, despite a poor response rate from members.

*Influence:* Following a survey of its member, CICOPA published a report on the resilience of worker co-operatives which was widely distributed within the movement and to international organisations. It also published the first two issues of a news bulletin "Work Together", jointly published by CICOPA and CECOP-CICOPA Europe and improved its website.

CICOPA also participated in a number of meetings to bring the worker co-operative perspective to the meeting discussions particularly on legislative issues, governance, European Union policy issues, etc. In this regard, work on comparative worker co-operative legislation continued with 23 national legislations considered in a comparative table on legislation relevant for worker co-operatives, and 7 national social co-operative laws being compared.

Finally, CECOP-CICOPA Europe launched its own publishing house, "CECOP Publications" to facilitate the publications on co-operatives in the sector.

*Development:* In the field of development, the main landmark is the launch, in November 2009, of a project funded by Swiss foundation FAI on the establishment of a world network with development organisations. The main first activity of the project was the approval by the CICOPA general assembly of a CICOPA co-operative development strategy, after an in depth world wide consultation with members by e-mail.

In the regions, networking and strategic alliance were promoted including within the CICOPA European regional organisation CECOP-CICOPA Europe. In the Americas, a meeting between all South American members took place in Sao Paulo, Brazil, where a Memorandum of Understanding was signed aiming to initiate a path of co-operation and integration.

A number of dedicated topical seminars with members were organised mainly in Europe (Brussels), but also in Latin America (seminar on legislation), and at the global level (seminar on the environment in conjunction with the ICA General Assembly in Geneva).

Continuing the previous work on co-operative standards, CICOPA conducted two successive consultations with members in view of defining the world standards of social co-operatives.

*Governance:* A substantial amount of time was spent in 2009 in the follow-up of the ICA reform process, in particular with regard to the re-registration procedure of CICOPA members, the on-going discussions with the Governance Committee of the ICA Board concerning sectoral issues, and the revision of the CICOPA rules in conformity with the *ICA Rules*.

The CICOPA President participated as one of the sectoral organisation representatives to the Board. He accordingly dedicated a substantial part of his time to inter-sectoral organisation up until the November 2009 ICA General Assembly when his term on the ICA Board ended.

CICOPA held its General Assembly in conjunction with the ICA General Assembly held in Geneva, Switzerland in November 2009. The CICOPA Assembly was attended by delegates from a majority of member organisations and with a good geographical distribution.

In addition, CICOPA held five Executive Committee meetings in 2009, four of which were electronic meetings with one face-to-face physical meeting.

CICOPA and CECOP share their secretariat and have identified areas for a common work programme.

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

Information at: [www.agricoop.coop](http://www.agricoop.coop)



## **Consumer Co-operatives Worldwide (CCW)**

Information at: [www.ica.coop/ccw/activities/](http://www.ica.coop/ccw/activities/)

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

Information at [www.icfo.coop](http://www.icfo.coop)



# ICA Board

2009

## ICA President



Ivano Barberini Lega Nazionale delle Co-operative e Mutue (LEGACOOP), Italy (until 6 May 2009)



Dame Pauline Green, Co-operatives UK, (elected 19 November 2009)

## ICA Vice-Presidents



### **Africa**

Stanley Muchiri, Co-operative Bank of Kenya



### **Americas**

Ramón Imperial Zúñiga, Caja Popular Mexicana (CPM), Mexico



### **Asia/Pacific**

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



### **Europe**

Pauline Green, Co-operatives UK (until November 2009)

## ICA Board Members (*listed in alphabetical order*)

1 January to 19 November 2009

Won-Byung Choi, National Agricultural Co-operative Federation (NACF), Korea

Alban d'Amours, Conseil Canadien de la Coopération (CCC), Canada

Jean-Claude Detilleux, Groupement Nationale des Coopératives, 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

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, Confederazione delle Cooperative Italiane (Confcooperative), Italy

Tom Tar, Co-operative Federation of Nigeria, Nigeria

Americo 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 Board Members Elected on 20 November 2009 (listed in alphabetical order):**

Jean-Louis Bancel, France (sectoral representative)

Kathy Bardswick, Canadian Co-operative Association (CCA), Canada

José Antonio Chávez Villanueva, Mexico (youth representative)

Won-Byung Choi, National Agricultural Co-operative Federation (NACF), Korea

Jean-Claude Detilleux, Groupement Nationale des Coopératives, France

Hajah Armi Zainuddin, National Co-operative Organisation of Malaysia (ANGKASA), Malaysia

Paul Hazen, National Co-operative Business Association, USA

Lennart Hjalmarson, Kooperativa Förbundet KF / HSB / Riksborgen, Sweden

Surinder Kumar Jakhar, Indian Farmers' Fertiliser Co-operative (IFFCO), India

Evgeny Kuznetsov, Central Union of Consumer Societies of the Russian Federation (Centrosoyuz), Russia

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

Anne Santamäki, Finland (sectoral representative)

Felice Scalvini, AGCI / Confcooperative / Legacoop, Italy

Maria Lourdes Ortellado Sienra, Cooperativa Universitaria Ltda, Paraguay

Seah Kian Peng, Singapore National Co-operative Federation, Singapore

Petar Ivanov Stefanov, Central Co-operative Union (CCU), Bulgaria

Americo Utumi, Organisation of Co-operatives of Brazil (OCB), Brazil

Len Wardle, Co-operative Group / Co-operatives UK, United Kingdom

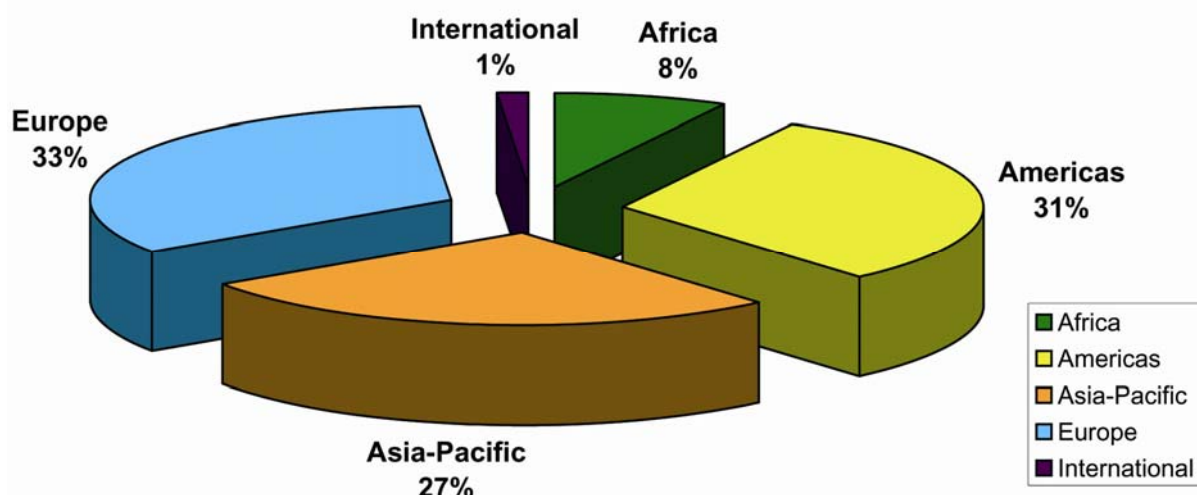




# ICA Members

31 December 2009

ICA had 235 member organisations: 207 members and 28 associate members from 87 countries. Members listed by region and country below.



## Africa

### Members

Benin	Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin FECECAM)
Botswana	Botswana Co-operative Association (BOCA)
Cape Verde	Federação Nacional das Cooperativas de Consumo (FENACCOOP)
Egypt	Central Productive Co-operative Union (PCU) Higher Institute of Co-operative Management Studies
Ghana	Ghana Co-operative Council
Kenya	Co-operative Bank of Kenya Ltd Kenya Union of Savings and Credit Co-operatives (KUSCCO) The Co-operative Alliance of Kenya (CAK) The Co-operative Insurance Company of Kenya Ltd. (CIC Insurance)
Mauritius	The Mauritius Co-operative Union Ltd (MCUL)
Nigeria	Co-operative Federation of Nigeria (CFN)
Tanzania	Tanzania Federation of Co-operatives Ltd (TFC)
Uganda	Uganda Co-operative Alliance Ltd. (UCA)

### Associates

Egypt	Federation of Co-operative Housing (FCH) General Co-operative Union (GCU)
Morocco	Office du Développement de la Coopération (ODCo)
Namibia	Co-operative Advisory Board
Tanzania	Moshi University College of Co-operative and Business Studies (MUCCOBS)

## Americas

### Members

Argentina	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.)
	Banco Credicoop Limitado (BCCL)
	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
Bolivia	Sancor Cooperativa de Seguros Ltda
	Cooperativa de Ahorro y Crédito Jesús Nazareno Ltda. (CJN)
	Cooperativa de Ahorro y Crédito San Martín de Porres Ltda. (COSMart)
	Cooperativa La Merced Ltda
Brazil	Cooperativa Rural de Electrificación Ltda. (CRE)
	Central de Cooperativas e Empreendimentos Solidários do Brasil (UNISOL Brasil)
	Central Nacional das Cooperativas Ontontológicas (Uniodonto do Brasil)
	Organização das Cooperativas Brasileiras (OCB)
	Unimed do Brasil, Confederação Nacional das Cooperativas Médicas
Canada	Unimed do Estado de São Paulo - Federação Estadual das Cooperativas Médicas (FESP)
	Canadian Co-operative Association (CCA)
	Conseil Canadien de la Coopération et de la Mutualité (CCCM)
Chile	COOPEUCH Cooperativa de Ahorro y Crédito
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)
	Efectiva, Soluciones y Alternativas Comerciales
	Entidad Promotora de Salud Organismo Cooperativo (SaludCoop EPS)
	La Equidad Seguros
	Progressa Entidad Cooperativa de los Empleados de Saludcoop
Costa Rica	Banco Popular y de Desarrollo Comunal (BPDC)
Ecuador	Asociación de cooperativas de ahorro y crédito controladas por la Superintendencia de Bancos y Seguros (ACSB)
	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP)
Guatemala	
Haiti	Conseil National des Coopératives (C.N.C.)
Honduras	Cooperativa de Ahorro y Crédito "Sagrada Familia"
	Cooperativa Mixta de Mujeres Unidas Ltda (COMIXMUL)
Mexico	Caja Libertad S.C.L.
	Caja Morelia Valladolid, S.C. de A.P. de R.L. de C.V.
	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.

## Americas (*continued*)

### Members

Paraguay	Confederación Paraguaya de Cooperativas (CONPACCOOP) 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	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 Crédito Santa María Magdalena, Ltda. 219 (CACSM)M) Cooperativa de Ahorro y Crédito "Grl. Francisco Bolognesi" Ltda. (C.A.C. FB) Cooperativa de Servicios Múltiples del Centro Ltda. (CENTROCOOP) Cooperativo de Ahorro y Crédito Abaco (Cooperativa Abaco)
Puerto Rico	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía" Cooperativa de Ahorro y Crédito de Arecibo (COOPACA) 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) Credit Union National Association (CUNA) National Cooperative Business Association (NCBA) National Rural Electric Cooperative Association (NRECA) Nationwide Mutual Insurance Company NCB
Uruguay	Confederación Uruguay de Entidades Cooperativas (CUDECOOP) Cooperativa Policial de Ahorro y Crédito (COPAC)

### Associates

Costa Rica	Centro de Estudios y Capacitación Cooperativa R.L. (CENECOOP) Instituto Nacional de Fomento Cooperativo (INFOCOOP)
Colombia	Corporación Gimnasio Los Pinos
Dominican Republic	Instituto de Desarrollo y Crédito Cooperativo (IDECOOP)
Ecuador	Coopseguros del Ecuador S.A. (Coopseguros S.A.)
Panama	Instituto Panameño Autónomo Cooperativo (IPACOOOP)
Paraguay	Panal Compañía de Seguros Generales S.A. - Propiedad Cooperativa
United States	CHF International National Society of Accountants for Co-operatives (NSAC)

## Asia-Pacific

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### Members

Australia	Capricorn Society Ltd
China (P.R. of)	All China Federation of Handicraft Industry Co-operatives (ACFHIC) All China Federation of Supply & Marketing Co-operatives (ACFSMC)
India	Indian Farm Forestry Development Co-operative Ltd. (IFFDC) 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 Fishermen's Co-operatives Ltd. (FISHCOPFED) National Federation of State Co-operative Banks Ltd. (NAFSCOB) National Federation of Urban Co-operative Banks & Credit Societies Ltd (NAFCUB) National Labour Co-operatives Federation of India (NLCF)
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)	iCOOP Solidarity of Consumer Co-operatives (iCOOP Korea)
	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)
Mongolia	National Association of Mongolian Agricultural Co-operatives (NAMAC)
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)
Tajikistan	Republican Union of Consumer Societies (Soyuz Tadjikmatlubot)
Thailand	The Co-operative League of Thailand
United Arab	Sharjah Co-operative Society
Vietnam	Vietnam Co-operatives 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)
Korea	Korean Association of Social Economy Enterprises (KASEE)
Malaysia	Co-operative College of Malaysia (CCM) (Maktab Kerjasama Malaysia)
Sri Lanka	National Institute of Co-operative Development (NICD)



## Europe

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### 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 Générale des Scop Confédération Nationale du Crédit Mutuel COOP de France 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. Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)
Hungary	National Federation of Agricultural Co-operatives and Producers (MOSZ) National Federation of Consumer Co-operatives & Trade Associations (Co-op Hungary - AFEOSZ)
Ireland	National Association of Building Co-operatives Society Ltd (NABCO)
Italy	Associazione Generale Cooperative Italiane (A.G.C.I. Nazionale) Confederazione Cooperative Italiane (CONFCOOPERATIVE) Lega Nazionale delle Cooperative e Mutue (Legacoop)
Latvia	Latvian Central Co-operative Union (TURIBA)
Lithuania	Lithuanian Union of Co-operative Societies (LITCOOPUNION)

## Europe (*continued*)

### Members

Malta	Koperattivi Malta
Moldova	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP)
Netherlands	Oikocredit, Ecumenical Development Co-operative Society U.A
Norway	Coop Norge SA Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke) The Norwegian Federation of Co-operative Housing Associations (NBBL)
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 Spolek 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)
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 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 TÜRKİYE
	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**

Portugal	INSCOOP - Instituto António Sérgio do Sector Cooperativo
Sweden	Coompanion—Kooprativ Utveckling Sverige
United Kingdom	Co-operative Development Scotland (CDS)
	Plunkett Foundation
	Women in Informal Employment Globalising Organisation (WIEGO)

## **International**

### **Associates**

Association of Asian Confederations of Credit Unions (ACCU)

Confederación Latinoamericana Cooperativas de Ahorro y Crédito (COLAC)

World Council of Credit Unions (WOCCU)

# ICA Staff

As at 31 December 2009

## ICA Central Office: Geneva, Switzerland

- Iain Macdonald, Director-General
- Maria Elena Chavez Hertig, Deputy Director-General
- Guy Malacrida, Director of Finance and Administration
- Jan-Eirik Imbsen, Director of Development
- Marie-Claude Baan, Office Administrator (60%) (January-June 2009)
- Hassan Kashef, Financial Analyst (50%)
- Gretchen Warner, Membership & Development Manager
- Martin Inwood, Assistant to the Director-General
- Christian Weidmann, Office Administrator (from November 2009)



Secondment:

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

## ICA Africa: Nairobi, Kenya

- Jan-Eirik Imbsen, Interim Regional Director
- Stephen Kayima Kiwanuka, Project Manager
- Francis Munyao, Strategy Manager
- Vicent Lubasi, Senior Advisor
- Salome Wavinya Kimeu, Office Manager



## ICA Americas: San José, Costa Rica

- Manuel Mariño, Regional Director
- Lauren Naranjo, Assistant to the Regional Director
- Karla Schlager, Membership
- Johnny Meléndez Madrigal, Accountant & Administration Officer
- Diana Retana, Communications Officer
- Alberto Mora Portuguez, Projects Officer
- Yesenia Morales, Co-operative Development
- Marianella Ramirez, Products and Services
- Olivia Ferris, Youth Committee and Environmental issues
- Carlos Quintero, Office Assistant
- Paula Emilia Manzanares, Miscellaneous



## **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



### **Secondments:**

- 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: Brussels, Belgium**

- Rainer Schlüter, Regional Director
- Agnès Mathis, Deputy-Director & Consultation Mechanisms
- Antonina Guarella, Administration and Member Services
- Ray Collins, Communications
- Marc Noël, Finance and Development
- Mirko Nodari, Development and Projects



### **Secondment:**

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



# Contacts

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Web [www.aciamericas.coop](http://www.aciamericas.coop)

## Sectoral Organisations

International Co-operative Agricultural Organisation (ICAO)  
Web [www.agricoop.org](http://www.agricoop.org)

International Co-operative Banking Association (ICBA)  
Web [www.icba.coop](http://www.icba.coop)

Consumer Co-operative Worldwide (CCW)  
Web [www.ica.coop/ccw](http://www.ica.coop/ccw)

International Co-operative Fisheries Organisation (ICFO)  
[www.icfo.coop](http://www.icfo.coop)

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

International Co-operative Housing Organisation (ICA Housing)  
Web [www.icahousing.coop](http://www.icahousing.coop)

International Co-operative and Mutual Insurance Federation (ICMIF)  
Web [www.icmif.org](http://www.icmif.org)

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

## Thematic Committees

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

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

Human Resource Development Committee (ICAHRD)  
Web [www.ica.coop/hrd](http://www.ica.coop/hrd)

Gender Equality Committee (ICAGEC)  
Web [www.ica.coop/gender](http://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.



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