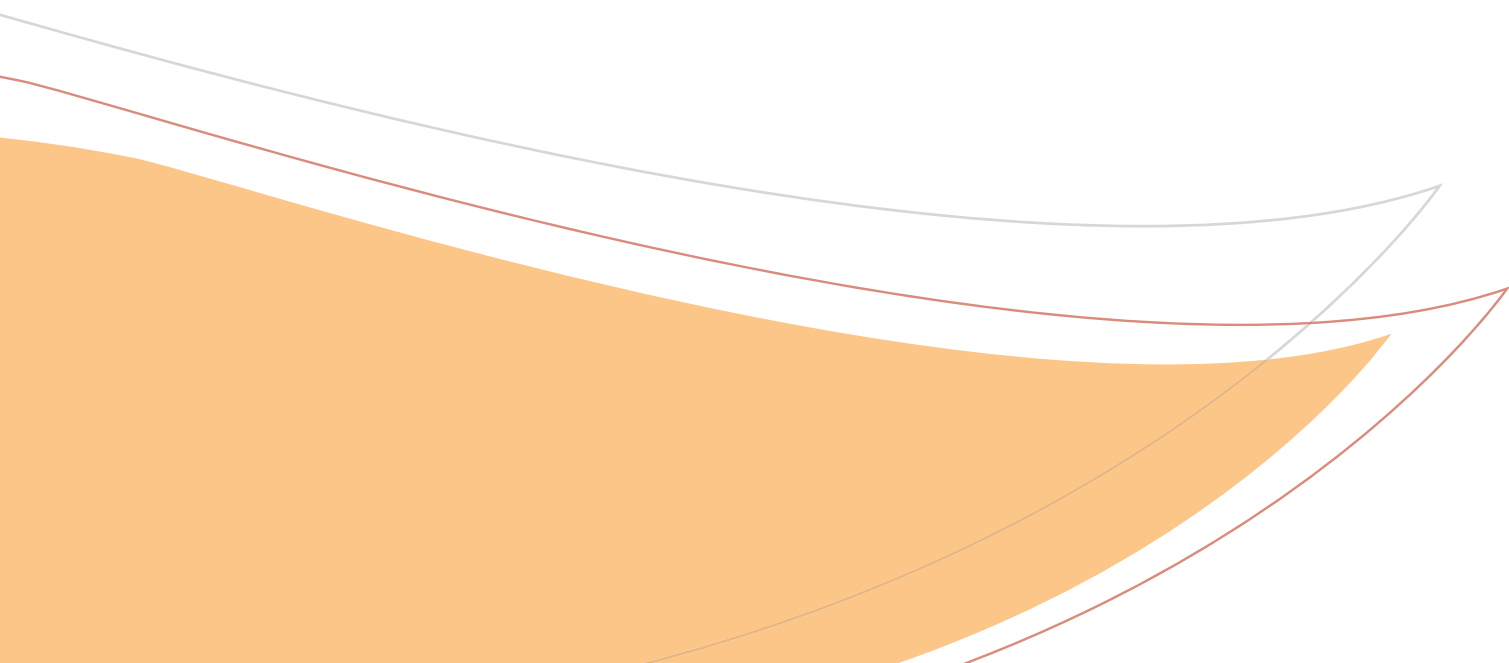




# Annual Report

# 2010





# Vision and mission

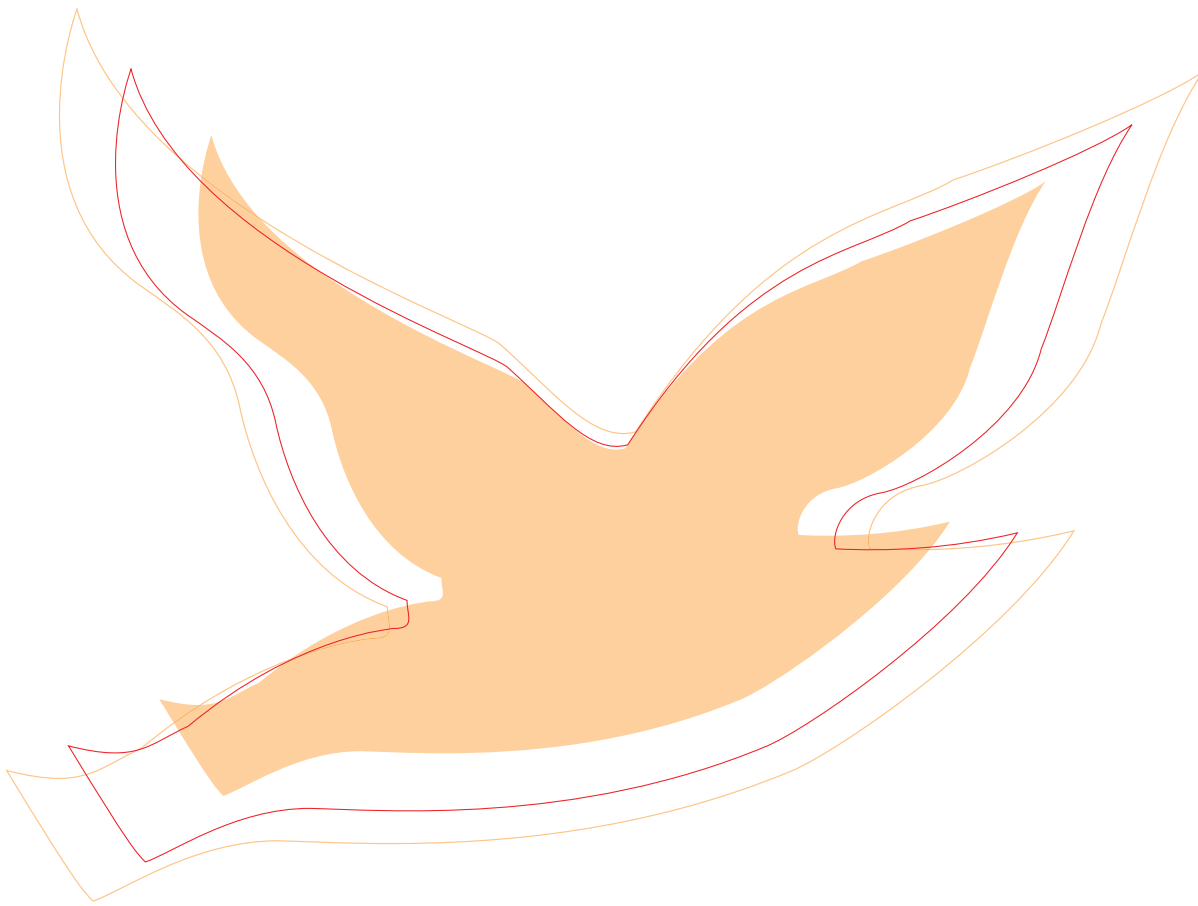


## Vision

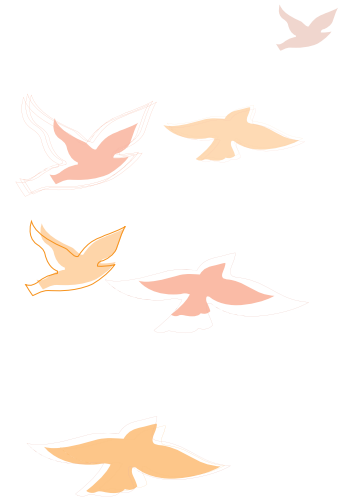
**T**o be prized as the organisation of reference which provides an effective and efficient global voice and forum for knowledge, expertise and co-ordinated action for and about co-operatives.

## Mission

The International Co-operative Alliance (ICA) unites co-operatives worldwide. It is the custodian of cooperative 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.



# 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 coordinated action about co-operatives.

## DEVELOPMENT

### **Develop strong co-operative enterprises for local 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



## President's Message



**2**010 was a year of transition for ICA, the second year of movement toward a new membership subscription formula. This formula has aided the recruitment of new members and we now celebrate a record level of membership. It has come, however, with an overall reduction of revenue for ICA and its regions, which is causing the organisation to make long-needed changes in operational practices.

2010 also marked a transition in staff leadership of ICA, with the retirement of Iain Macdonald after eight years as Director-General. During his tenure, Iain concentrated on raising the profile of international co-operation, particularly in its potential for resolving some of the world's problems. In recent years he was heavily engaged in the statutory and subscription formula changes the organisation is now implementing. We all owe him a debt of gratitude for his service.

Succeeding Mr. Macdonald is Charles Gould. Prior to his appointment, Charles served as Chief Executive Officer of a large health care, housing and human services organisation in the United States. He has been recognised as one of the fifty most influential leaders in the United States non-profit sector. Prior to his work in health and human services, Mr. Gould practiced as an attorney-at-law in Washington, D.C. He has a Juris Doctor (JD) degree from the United States and a Master of Studies (MSt) in International Human Rights Law from Oxford University.

With the announcement in late 2009 that the United Nations had declared 2012 as the International Year of Co-operatives, the Board adjusted priorities to ensure that we fully leverage the opportunity that the UN name brings. We believe that we must achieve one thing in 2012 and do it well: raise public awareness of the co-operative as a values-based business model.

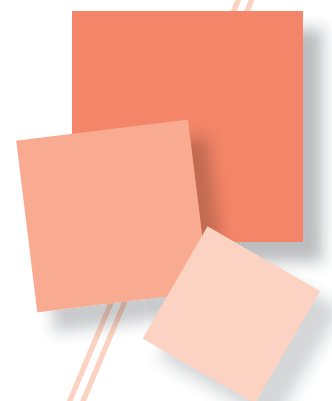
The public awareness campaign begins with a high-level slogan and a logo. ICA worked with the UN to craft a slogan consistent with the message we want to convey during the Year: “Co-operative enterprises build a better world.” It was important to ICA that the slogan capture both the social and the economic aspects of our model. The concept of our public awareness campaign is to integrate the slogan and logo into all of our members’ marketing and communications materials and products during the International Year.

Complementing this member-based public awareness campaign will be a global media campaign, targeting key media with specific positioning material that communicates the values-based enterprise model of co-operatives. We will be developing that material, and incorporating member stories, during 2011. Additional materials, posters, and videos are envisioned to supplement this core work. The messages and stories will also appear on ICA’s 2012 web site: [www.2012.coop](http://www.2012.coop).

People around the world are today searching for solutions to problems that plague their lives, often unaware that co-operatives have been providing such solutions for decades. It is in times like these that co-operatives have best demonstrated their value. Never before have we had the opportunity to combine such a time with such an opportunity for visibility as the International Year presents.

**Dame Pauline Green**

*People around  
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problems that  
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often unaware that  
co-operatives have  
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such solutions for  
decades.*





## Director-General's message



**I**t is a very real privilege to serve as Director-General of the ICA, particularly at this exciting time in its history—at the advent of the International Year of Co-operatives. We are in the preparatory year for the International Year, and it is a critical moment.

When I look at co-operatives around the globe, I see a movement with solutions to serious challenges that confront the world today. And I believe we have a responsibility to tell our story. Co-operatives are at the centre of global business, but we have to tell our story not just because of our size and scale, but also because of our relevance, our importance especially at this time in history, and because of the solutions we bring.

We have a responsibility to tell our story, because if we don't, governments will unwisely emphasize the corporate structure in their economic development strategies. Today, the international community is searching for solutions to the global recession. We have a solution.

We have a responsibility to tell our story, because if we don't, workers, craftsmen, and farmers will languish due either to the recession and stagnation affecting much of the world today or due to the rapid economic growth in other countries that always leads to the economic displacement of some. They will languish unaware that co-operatives offer them a way to improve their lives.

We have a responsibility to tell our story, because if we don't, someone else will define the co-operative brand, because we will have left a vacuum for this to happen. Banks will talk about the danger of credit unions; business competitors will disparage consumer owned co-operatives; and well-meaning developers

will share old, tired stories of the limits of the co-operative model in economic development.

If we use the International Year properly to tell our story, we will lay the foundation for continuing visibility; we will strengthen our relationships with key media channels; we will position co-operatives as an important media source for future business stories; and we will improve our capacity to distribute consistent messages through the channels within our movement.

Capturing the opportunity the Year presents and relaunching the global co-operative brand will require that ICA has strong communications and policy skills. We are modifying our structure to ensure that we have these skill sets and that we are providing substantial member value.

I look forward to working with you to ensure that the co-operative becomes widely recognized as the solution it is to today's global challenges.

**Charles Gould**

*If we use the  
International Year  
properly to tell our  
story, we will have  
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for continuing  
visibility.*



# Principles



**T**he co-operative principles are guidelines by which co-operatives put their values into practice.

## 1. Voluntary and Open Membership

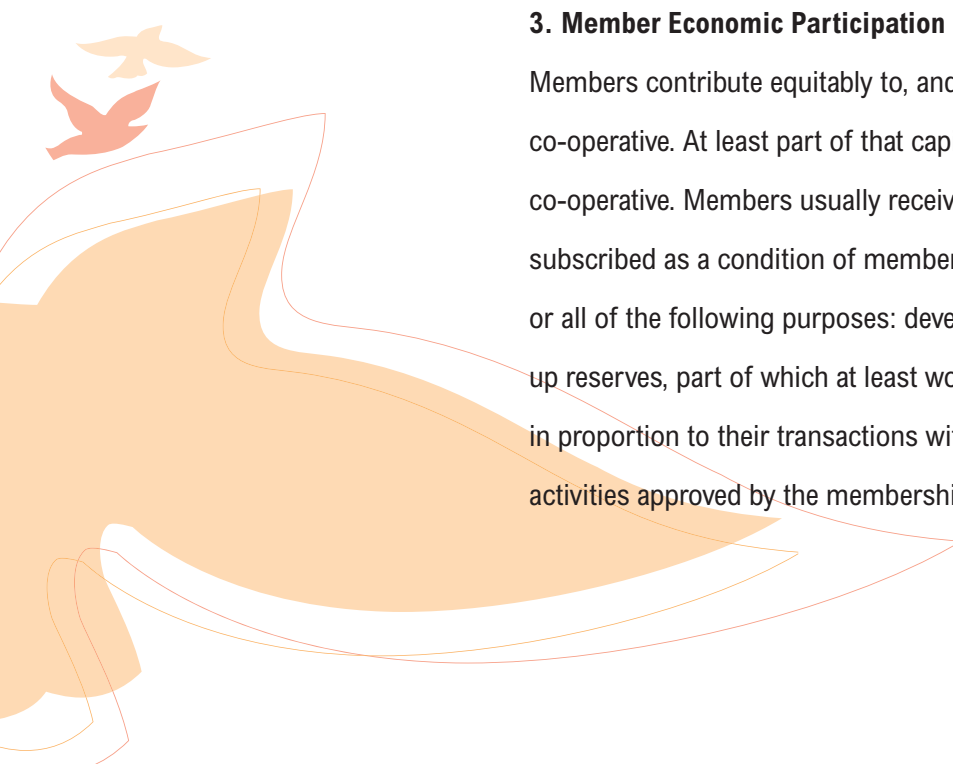
Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

## 2. 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.

## 3. 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.





#### **4. 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.

#### **5. 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.

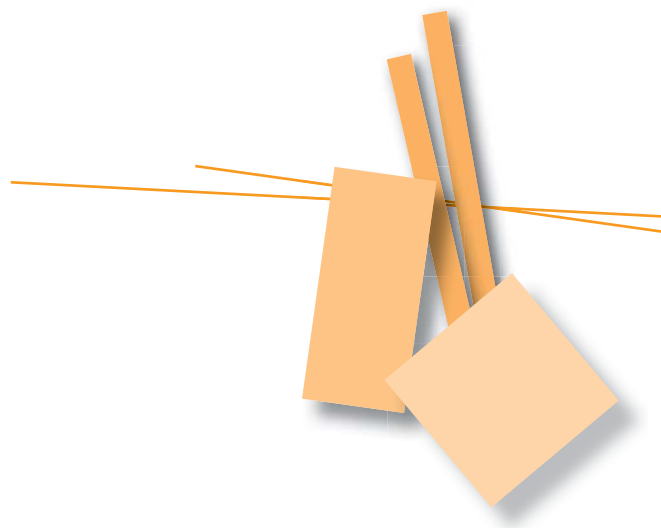
#### **6. Co-operation among Co-operatives**

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

#### **7. Concern for Community**

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

*Co-operatives  
are democratic  
organisations  
controlled by their  
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policies and  
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# International Year of Co-operatives



**H**aving an International Year of Co-operatives (IYC) provides an opportunity to captivate the attention of national governments, the business community and, most importantly, the general public on the advantages provided by the co-operative model.

By specifying a theme for an international year, the UN draws attention to issues of global significance and this theme was chosen for 2012 in part because co-operation is clearly part of what the UN is all about. The UN's goals for the IYC are to:

1. Increase public awareness about co-operatives and their contributions to socio-economic development and the achievement of the Millennium Development Goals.
2. Promote the formation and growth of co-operatives.
3. Encourage governments to establish policies, laws and regulations conducive to the formation, growth and stability of co-operatives.

As the global voice of co-operatives, ICA has chosen to focus on increasing public awareness during the IYC as the most efficient and effective way to use our resources. In 2010 we began to plan for the approaching international year with the expectation that executing those plans would take place in 2011.

# Operational report

**F**ollowing the restructuring of ICA's membership categories and subscription formula, we immediately began to experience an anticipated benefit from the changes: an increase in new members. 2010 ended with 14 more, bringing the total to 245 from 92 countries. But restructuring did not come without pain and the loss of some members. While past practice has been to reserve half of the proceeds from each General Assembly for the following year, all of the 2009 proceeds were used that year. As a result, 2010 brought a significant financial deficit.

Iain Macdonald retired as Director-General in 2010 and his replacement, Charles Gould, took over on 1 September. At the Board's direction, Mr. Gould presented a plan to restructure the global office in December, which the Board approved for implementation in 2011. It will realign global staffing with the organisation's strategic priorities and its new revenue model. A major feature is identifying the Director-General and the four Regional Directors as the senior global management team. Global support staff will be recruited in strategic geographic locations.

*ICA has chosen to focus on increasing public awareness during the IYC as the most efficient and effective way to use our resources.*

## Regions

### Africa

**The new fees structure makes** annual subscriptions more affordable, which is helpful for members. One new member joined the organization.

We took the first steps to create the Endowment Fund for the long term sustainability of the regional office, showing that the solutions to regional challenges can be found in the region itself.

Africa



## Regions



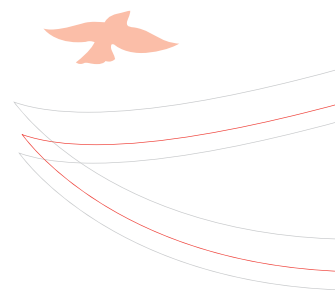
We continued to meet with Co-operative Development agencies and special mention goes to the Swedish Co-operative Centre and the Canadian Co-operative Association for their support with the ICA Africa's Strategy Plan. New Agreements with the two partners were signed, while the ILO COOPAfrica project, in which the office actively participated, ended on 31 December 2010. We also began to collaborate with NISPED in Israel so that managers and cooperative leaders will enjoy training opportunities in that institution.

Finally, the office moved to better premises and secured more professional staff and we are grateful to the Co-operative Insurance Company of Kenya for seconding staff.

### Americas

**Although membership declined slightly** from 78 to 71 members during 2010, our team of 10 people celebrated two decades of work in the region and opened a new building with facilities that cater much better to the needs of the organization. We also enjoyed a strong financial performance throughout the year, with solid cash flow that points to how fully the co-operative movement in the region supports the work of ACI-Americas and the ICA in general.

With the help of the Swedish Co-operative Centre, our project on Advocacy, Governance and Co-operative Development continued to help co-operatives strengthen their advocacy capacity and improve their governance. As part of this project we held several academic activities and conferences to raise awareness about advocacy and governance, ethics and leadership issues, including events in Nicaragua and Colombia, as well as initiatives focusing on youth and gender topics.



We continue to put the 2009-2012 Strategic Plan into effect, with significant advances in different areas, including some changes in how we allocate and integrate responsibilities within the team to create greater efficiency.

### **Asia-Pacific**

**In 2010, celebrating 50 years of service** to the Asia-Pacific region, we focused on greater interaction with members, bringing new countries into the ICA and evolving innovative strategies for developing a new generation of co-operatives, as well as continuing our capacity-building programs for co-operative development.

Six new organisations from Iran, China, India, Japan and the Philippines joined ICA in 2010, bringing us to 71 members from 25 countries in the region. Meanwhile, we participated in three important events to continue building influence – two in China and one in Saudi Arabia – and in March held an exploratory mission to Thailand and the Philippines.

We were also involved in various training programmes in the sectors of agriculture, consumers and business and participated in several meetings pertaining to governance, including the ninth meeting of our regional assembly, where new rules were approved.

### **Europe**

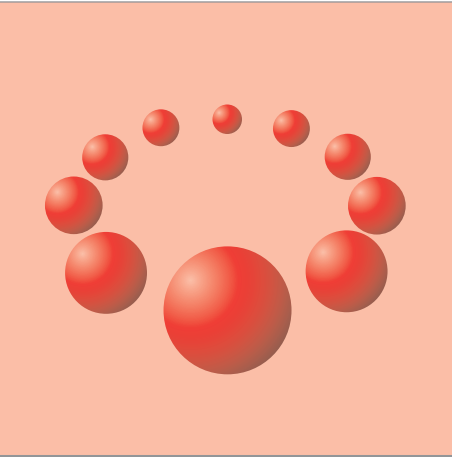
**In collaboration with Euricse** and the Ekaï Foundation, Cooperatives Europe carried

*Six new organisations from Iran, China, India, Japan and the Philippines joined ICA in 2010, bringing us to 71 members from 25 countries in the region.*

Asia-Pacific



## Regions



out a study on implementing the Regulation on the European Cooperative Statute (SCE), which led to some guidelines for reviewing the regulation. The conclusions, which were presented during a seminar in October 2010, will be part of the revision procedure of the regulation by the Commission.

Cooperatives Europe is a vital partner for the EU in increasing the impact of its development policy, in particular with regard to the role of the private sector and we focused on several areas during 2010:

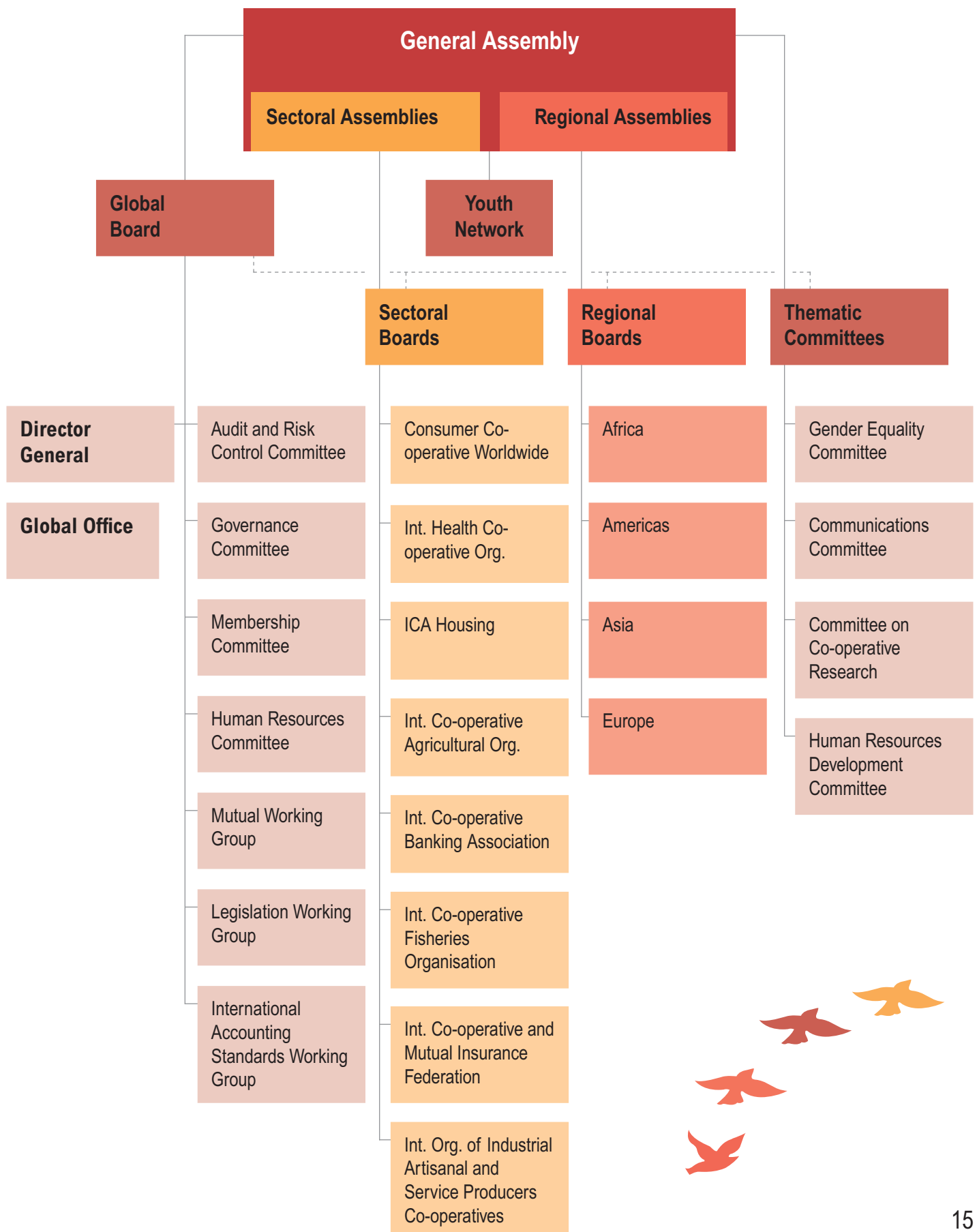
- Partnership: Cooperatives Europe participated in the Civil Society Organisation (CSO) Group on International Development, an informal network to exchange knowledge and address EU development policies.
- Relations with EU institutions: we actively participate in the Structured Dialogue together with Member States, EU Parliament, EU Commission and other CSOs for developing a future EU development strategy.
- Pilot project: in 2010 we finished preparing the co-operative development project in Montenegro, to be implemented in 2011/2012.

Europe

Responding to trends in EU policy, Cooperatives Europe set up an energy working group that began drafting a regional strategy for the co-operative movement in the energy sector and designed a five-step action plan covering an 18-month period. The long term goal is a truly competitive energy market that is open to new energy producers and that integrates small scale energy production installations. Co-operatives will work with EU officials to shift the perception that citizens are mere energy users to one where they play an active and responsible role as energy consumers and/or producers.



# Organisational structure





# Members (31.12.2010)



## Africa

### Members

#### Botswana

Botswana Co-operative Association (BOCA)

#### Cape Verde

Federação Nacional das Cooperativas de Consumo (FENACCOOP)

#### Egypt

Central Productive Co-operative Union (PCU)

#### Ghana

Ghana Co-operative Council

#### Kenya

Co-operative Bank of Kenya Ltd.

Kenya Union of Savings and Credit Co-operatives Ltd. (KUSCCO)

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

The Co-operative Alliance of Kenya (CAK)

#### Lesotho

Coop Lesotho

#### Mauritius

The Mauritius Co-operative Union Ltd (MCUL)

#### Nigeria

Co-operative Federation of Nigeria (CFN)

#### Senegal

Union Nationale des Cooperatives Artisanales d'Art, de Production et de Service (UNCAAPS)

#### Tanzania

Federation of Co-operatives Ltd (TFC)

#### Uganda

Uganda Co-operative Alliance Ltd. (UCA)

### Associate Members

#### Egypt

Federation of Co-operative Housing (FCH)  
General Co-operative Union (GCU)

#### Kenya

Co-operative College of Kenya

#### Morocco

Office du Développement de la Coopération (ODCo)

#### Namibia

Co-operatives 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 Cooperativo Limitado (BCCL)

Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)

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 Martin 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)

Central de Cooperativas e Empreendimentos Solidários do Brasil (UNISOL Brasil)

Central Nacional das Cooperativas Ontontológicas (Uniodonto do Brasil)

#### Canada

Canadian Cooperative 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)  
 Cooperativa del Magisterio (CODEMA)  
 Cooperativa Médica del Valle y Profesionales de Colombia (COOMEVA)  
 Confederación de Cooperativas de Colombia (CONFECOOP)  
 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)

### Dominican Republic

Cooperativa Nacional de Servicios Múltiples de los Maestros (COOPNAMA)

### Ecuador

Asociación de cooperativas de ahorro y crédito controladas por la Superintendencia de Bancos y Seguros (ACSB)

### 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"

Cooperativa Mixta de Mujeres Unidas Ltda (COMIXMUL)

### Mexico

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.

### Paraguay

Confederación Paraguaya de Cooperativas (CONPACCOOP)

Cooperativa de Producción, Consumo, Ahorro, Crédito y Servicios de Profesionales de la Salud Ltda. (COOMECIPAR)

Cooperativa Universitaria Ltda

Federación de Cooperativas de Producción (FECOPROD)

### Peru

Cooperativo de Ahorro y Crédito Abaco (Cooperativa Abaco)

Cooperativa de Ahorro y Crédito de Andahuaylas (CAC San Pedro de Andahuaylas)

Cooperativa de Ahorro y Crédito "Grl. Francisco Bolognesi" Ltda. (C.A.C. FB)

Cooperativa de Ahorro y Crédito Santa María Magdalena, Ltda. 219 (CACSM)

Cooperativa de Ahorro y Crédito de Trabajadores de Empresas de Luz y Fuerza Eléctrica y Afines (CREDICOOP Luz y Fuerza Ltda.)

Cooperativa de Servicios Múltiples del Centro Ltda. (CENTROCOOP)

### Puerto Rico

Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)

Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía"

Liga de Cooperativas de Puerto Rico (LIGACOO)

Cooperativa de Seguros Múltiples de Puerto Rico Inc.

Cooperativa de Seguros de Vida de Puerto Rico (COSVI)

### United States of America

Agricultural Co-operative Development

International/Volunteers in Overseas Co-operative Assistance (ACDI/VOCA)

Credit Union National Association (CUNA)

National Rural Electric Cooperative Association (NRECA)

National Cooperative Business Association (NCBA)

Nationwide Mutual Insurance Company NCB

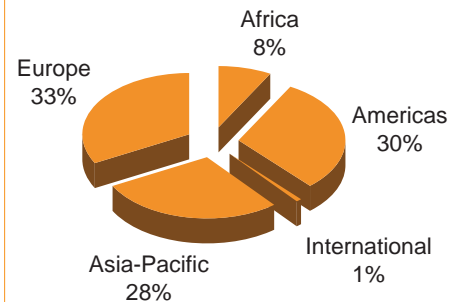
### Uruguay

Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)

Cooperativa Policial de Ahorro y Crédito (COPAC)

Cooperativade la Seguridad Social de Ahorro y Crédito (COSSAC)

Members by region (percent)





# Members



## Associate Members

### Colombia

Corporación Gimnasio Los Pinos

### 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)

### Ecuador

Coopseguros del Ecuador S.A.

(Coopseguros S.A.)

### Panama

Confederación Latinoamericana Cooperativas de  
Ahorro y Crédito (COLAC)

Instituto Panameño Autónomo Cooperativo  
(IPACOOOP)

### Paraguay

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

### United States of America

CHF International

National Society of Accountants for  
Co-operatives (NSAC)

## Asia-Pacific

## Members

### Australia

Capricorn Society Ltd

### Bangladesh

Bangladesh Jatiya Samabaya Union (BJSU)

### China

All China Federation of Handicraft Industry  
Co-operatives (ACFHIC)

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

### Fiji

Fiji Co-operative Union Ltd. (FCUL)

### India

Co-operative House Building & Finance  
Corporation Ltd.

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. (FISHCOFED)

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, Ltd. (NLCF Ltd.)

### Indonesia

Dewan Koperasi Indonesia (DEKOPIN) (Indonesia  
Co-operative Council)

### Iran

Central Organization for Rural Co-operatives of  
Iran (CORG)

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

Farda Oil Co.

Iran Central Chamber of Co-operative (ICC)

Mollah-AI-Movahedin Credit  
Co-operative (MAMCC)

Supervision and Coordination Central Union of  
Rural and Agricultural Co-operatives of  
Iran (SCURA)

### 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 Association of Labour Banks (NALB)

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 (ZENROSAL)  
National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)  
The Japan Agricultural News (NIHON-NOGYO-SHIMBUN)  
The National Federation of University Co-operative Associations (NFUCA)  
The Norinchukin Bank

### **Kazakhstan**

Union of Consumer Societies of the Republic of Kazakhstan

### **Korea (Republic 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)  
VICTO National Co-operative Federation and Development Center (VICTO National)

### **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)  
Sri Lanka Consumer Co-operative Societies Federation Ltd (CoopfeD)

### **Thailand**

The Co-operative League of Thailand (CLT)

### **Tajikistan**

Republican Union of Consumer Societies (Soyuz Tadjikmatlubot)

### **United Arab Emirates**

Sharjah Co-operative Society

### **Vietnam**

Vietnam Cooperatives Alliance (VCA)

## **Associate Members**

### **China**

International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC-Gung Ho)

### **India**

National Co-operative Development Corporation (NCDC)

### **Korea (Republic of)**

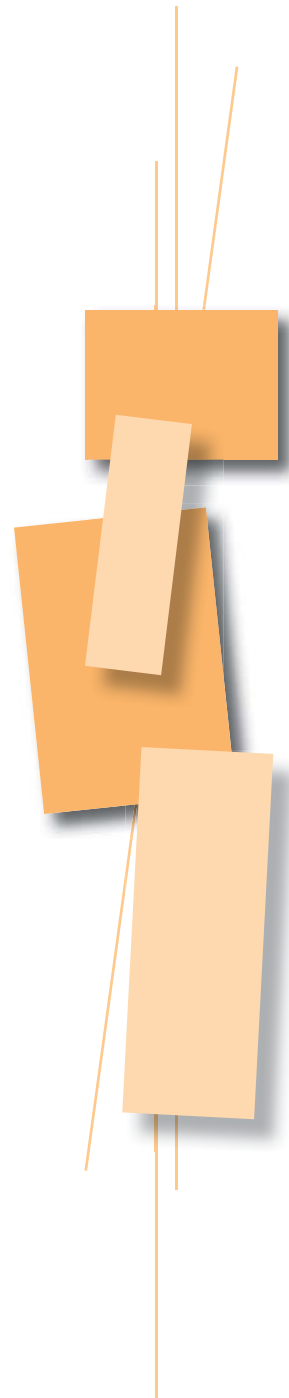
Korean Association of Social Economy Enterprises (KASEE)

### **Malaysia**

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

### **Sri Lanka**

National Institute of Co-operative Development (NICD)



# Members



## Europe

### Members

#### Austria

Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv)

#### Belarus

Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)

#### Belgium

Fédération Belge de l'économie sociale et coopérative (FEBECOOP)

OPHACO (Office des Pharmacies Coopératives de Belgique)

#### Bulgaria

Central Co-operative Bank Plc (CCB)

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 Corporation

#### France

Confédération Générale des Scop

Confédération Nationale du Crédit Mutuel

COOP DE France

Crédit Coopératif

Fédération Nationale des Coopératives de Consommateurs (FNCC)

Groupe National de la Coopération (GNC)

#### Georgia

Agricultural & Industrial Co-operatives Society of Georgia "Union of Co-operatives - IBERIA"

#### 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)

#### 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

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

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

National Co-operative Council - NCC

National Supervision Union of Społem Consumer Co-operatives

## Portugal

Confederação Cooperativa Portuguesa (CONFECOOP)

Confederação Nacional de Cooperators 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)

## Russian Federation

Central Union of Consumer Societies of the Russian Federation (Centrosojuz of the Russian Federation)

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

KONFEKOOP - Confederación de Cooperativas de Euskadi

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

## Sweden

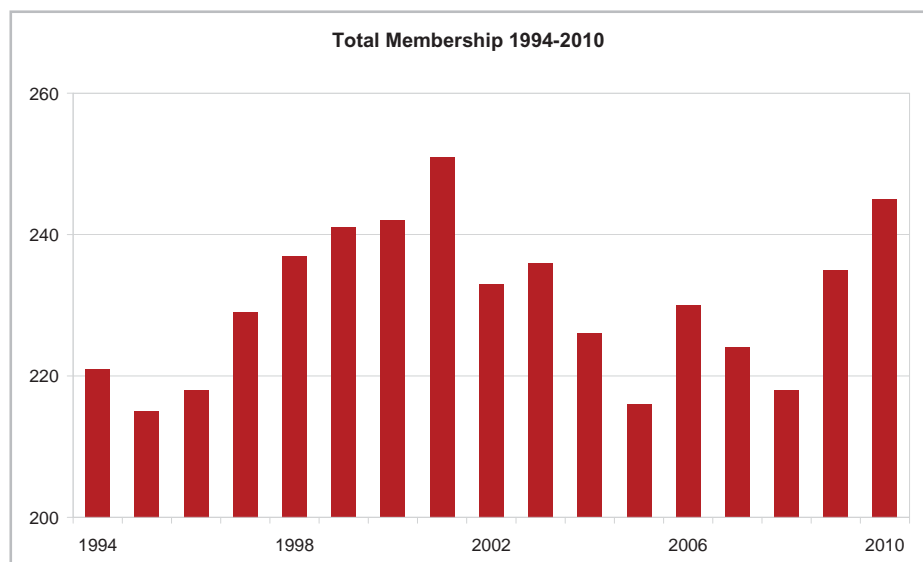
HSB:Riksförbund (Union of Housing Co-operatives)

Kooperativa Förbundet (KF) (The Swedish Co-operative Union)

Riksbbyggen (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 Members

### Norway

The Norwegian Co-operative Centre

### Sweden

Coompanion - Kooperativ Utveckling Sverige

### United Kingdom

Co-operative Development Scotland (CDS)

Plunkett Foundation

Women in Informal Employment Globalizing Organisation (WIEGO)

## International

### Associate members

#### Thailand

Association of Asian Confederations of Credit Unions (ACCU)

#### United States of America

World Council of Credit Unions (WOCCU)







# ICA Board



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