

ICA General Assembly 2008

Salone delle Fontane, Rome (Italy), 5-6 June 2008



ica

GENERAL ASSEMBLY
R O M E 2 0 0 8

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Agenda of the Extraordinary General Assembly

Thursday, 5 June 2008

Salone delle Fontane, Via Circo il Grande 10, EUR, Rome

09:30 -17:00 *ICA General Assembly Registration (Distribution of meeting credentials and voting cards)*

14:00

OPENING SESSION

- Ivano Barberini, ICA President
- Italian Host Organisations
- Representative of the Italian Government

15:00

STATUTORY BUSINESS

- Approval of the Agenda
- Report on Restructuring
 - Introduction
Iain Macdonald, Director-General
 - Motion to Suspend ICA Standing Orders
 - Introduction to the Restructuring Proposals and Decisions of the ICA Board
Alban D'Amours, ICA Board Member and Chair of the Restructuring Working Group
 - Discussion

17:30

- Adjournment

20:00

GALA DINNER

Palazzo Taverna - Transport provided from selected hotels

Friday, 6 June 2008

Salone delle Fontane, Via Circo il Grande 10, EUR, Rome

08:00 -10:00 *Distribution of Voting Cards and Ballot Papers*

09:00

STATUTORY BUSINESS (continued)

- Report on Restructuring
 - Decisions
- ICA Rules, Policies, Procedures, & Standing Orders
 - Presentation of proposed amendments
Iain Macdonald, Director-General
 - Discussion
 - Decisions
- Election for Board Vacancy
 - Introduction of candidate/s
 - Elections
- Any other business

CLOSING

LUNCH FOR GENERAL ASSEMBLY PARTICIPANTS

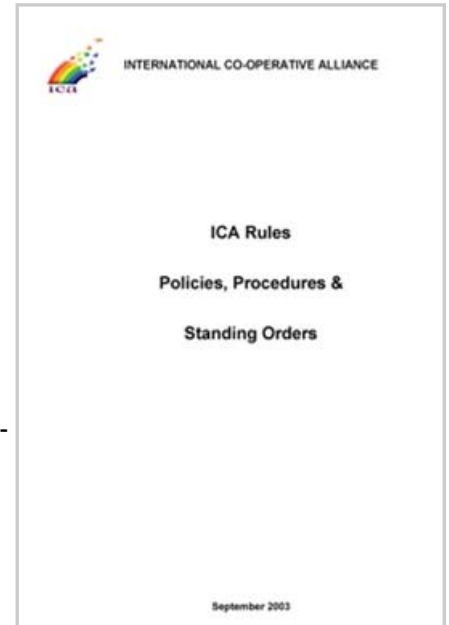
Salone delle Fontane



Motion: Suspension of ICA Standing Orders

Submitted by:

1. All China Federation of Supply & Marketing Co-operatives (China)
2. Caja Popular Mexicana (Mexico)
3. Confederazione Cooperative Italiane (Italy)
4. Conseil Canadien de la Coopération (Canada)
5. Cooperativa Universitaria (Paraguay)
6. Co-operative Bank (Kenya)
7. Co-operatives UK (United Kingdom)
8. Federation of Norwegian Agricultural Co-operatives (Norway)
9. Swedish National Tenant-Owner Cooperative Housing Association - HSB Riksförbund (Sweden)
10. Groupement National de la Coopération (France)
11. Indian Farmers Fertiliser Co-operative (India)
12. Lega Nazionale delle Cooperative e Mutue (Italy)
13. National Auditing Union of Workers' Co-operatives (Poland)
14. National Co-operative Business Association (USA)
15. Singapore National Co-operative Federation (Singapore)



In accordance with article 23 of the *ICA Standing Orders*, the members above requested the suspension of the Standing Orders of the General Assembly to waive the need for the circulation of documentation to members two months before the date of the Assembly (article VI para 7 of the Standing Orders below) in order to enable the Assembly to consider the ICA Board Report on Restructuring and amendments to the *ICA Rules, Policies, Procedures & Standing Orders*. This is due to the fact that the Restructuring Report was amended and adopted by the ICA Board on 2 April 2008 at its meeting in Washington, DC (USA), and thus required that the decisions taken be incorporated into the document. These decisions also have direct implications for amendments to the *ICA Rules Policies, Procedures and Standing Orders* which have also had to be amended to reflect these decisions. The proposals for amendments will be circulated as soon as possible.

ICA Policies, Procedures and Standing Orders: Excerpt

IV. Standing Orders for General Assembly: Suspension of Standing Orders

23. No motion to suspend a Standing Order for any purpose shall be accepted unless notice in writing is given to the Director-General by not less than 10 representatives, stating the reason for the motion.

The motion to suspend Standing Orders shall be put to the vote after it has been moved and formally seconded, and not more than one speech made in opposition.

To suspend Standing Orders the motion must be approved by a three-fourth majority. If defeated, no second motion for the same purpose shall be permitted.



Report on Restructuring

Report on the Membership Consultation (5 January - 20 February 2008) and Ensuing Decisions of the ICA Board (1-2 April 2008)

Introduction

At its September 2006 Board meeting, the International Co-operative Alliance (ICA) created the Restructuring Working Group (RWG). Its mandate was to table recommendations on membership strategy, structures and a new subscription formula. At the ICA General Assembly in Singapore in October 2007, recommendations were approved in principle by the Assembly. The same recommendations and a proposed new subscription formula were submitted to ICA member organisations in a consultation process held from 5 January to 20 February 2008 (see consultation documents www.ica.coop/calendar/ga2008). The results of the consultation process and amendments to the recommendations were presented to the ICA Board meeting of 1-2 April in Washington DC (USA) where they were discussed in detail.

The decisions taken by the Board with regard to restructuring proposals are presented here for consideration by membership at the ICA Extraordinary General Assembly. They are explained and referenced with the results of the consultation to enable members to better understand the resulting proposed changes to the *ICA Rules, Policies, Procedures and Standing Orders*.

The decisions of the ICA Board were unanimously agreed.

Recommendations on Membership and Structural Issues

The consultation of ICA members resulted in 76 of the total 226 members, or 34% having returned a completed response sheet. This is historically one of the highest response rates of any ICA consultation of membership. The proportion of members in each region that expressed their views is as follows:

Africa	:	1 of 19 (5%)
Americas	:	13 of 67(19%)
Asia-Pacific	:	28 of 60 (47%)
Europe	:	34 of 80 (43%)

Worthy of note is that 12 of the 76 members did not specifically provide any comment on the 21 recommendations and one disagreed with all the recommendations. This is related to the fact that they only commented on the subscription formula (10 in disagreement, 2 in agreement).

Recommendation # 1 **Adopted by the ICA Board as originally proposed in the Consultation**

“that eligibility be rigorously restricted to those organisations conforming with the ICA Statement on the Co-operative Identity on the basis of a predefined set of evaluation criteria”

Two members expressed their disagreement. One member, while not formally disagreeing, proposed that evaluation criteria must be approved by members. The Restructuring Group was of the opinion that as the criteria is based on the co-operative values which are already stated in the Rules and Standing Orders and as the Board may have to deal with specific cases, it would be better to provide the Board with some room for manoeuvre. Reports on membership applications could be made from time to time at the General Assembly.



Recommendation # 2 **Adopted by the ICA Board as originally proposed in the Consultation**

“that an ad-hoc working group consisting of appropriate representatives be set up and submit to the ICA Board, for final adoption by ICA General Assembly, recommendations on whether ICA should accept mutual organisations of various sectors as members”

Five members expressed their disagreement. Two members expressed their view that ICA represents co-operatives. One other member stressed that a proposal to include mutual organisations must come from the sectoral and regional levels.

As the recommendation is to set up an ad hoc committee, the sectoral and regional views will be taken into consideration.

Recommendation # 3 **Adopted by the ICA Board as originally proposed in the Consultation but with comments**

“that the view of “global membership” of ICA be the only one applicable with the corresponding single global dues’ contribution (with the exception of ICMIF members, until further recommendations are tabled) and that a defined period of transition be provided”

Fourteen members disagreed with the recommendation. Two of them stated that each member should pay according to its economic capacity. This comment is not, per se, related to this recommendation and has been included in comments on the subscription formula. Seven other members stressed that this recommendation should not conflict with the structure of Co-operatives Europe. Two other members stated that membership options should be more in line with the member’s motivation to join ICA.

It is important to note that the recommendation does not change the actual subscription distribution process between the central and regional offices. The proportion of the ICA subscriptions to be redistributed to the regional offices will continue to be decided in the same manner. This recommendation deals mainly with the fact that the operating budget of the ICA’s sectoral organisations will be funded by the global ICA’s revenues and each budget will be individually approved by the ICA Board. These budgets are currently evaluated at 400,000 CHF in total and are considered in the proposed subscription formula.

ICA sectoral organisations’ representatives have stressed the need for a guarantee to ensure that they receive the same income from membership fees in future as they receive at present. The Board decided to accord this guarantee for a two-year period in order to allow sufficient time to proceed with the SWOT analysis (i.e. Strengths, Weaknesses, Opportunities and Threats; see *Recommendation # 14*). This guarantee is accorded on the condition that should the level of ICA’s global subscription revenue unexpectedly decrease in this two-year period, the budget of the sectoral organisation should decrease in the same proportion. Furthermore, it must be understood that the ICA sectoral organisations’ budget should take into account the services that they will provide to members in the future.

Recommendation # 4 **Adopted by the ICA Board with amendments**

“that there be two categories of members: members (full members with voting rights) and associate members”

1. Members (full members):

- National unions or federations of co-operative organisations
- National confederations of co-operative unions (Apex)
- National co-operative business organisations with majority individual ownership
- Individual co-operative organisations (of a national or multi-regional nature)



Report on Restructuring *(continued)*

2. Associate members:

- Organisations entitled in principle to full member status, but that need a period of time before becoming full members (typically, organisations that want to become acquainted with ICA by participating, in the first years, mainly at the regional or sectoral level). This period could not exceed 5 years.
- Organisations which are not otherwise eligible to be full members:
 - Organisations which are supporters of co-operatives or are owned and controlled by co-operatives
 - Educational, research and other institutions which promote or finance co-operatives and the co-operative movement
- International and regional (supranational) federations or unions of co-operative organisations.

Only one member expressed without comment its disagreement. Two other members were indifferent but underlined the potential confusion between “federations of co-operative organisations” (full members) and “organisations which are supporters of co-operatives or are owned and controlled by co-operatives” (associate members).

This comment does not take into account the general prerequisite that associate members are “organisations which are not otherwise eligible to be full members”. An example of those could be a subsidiary that is not itself a co-operative but that is fully owned or controlled by a co-operative. To clarify this position, reorganisation of the classification of the different associate members’ categories was adopted as above. Note that for some members a reclassification into different categories will be required.

Recommendation # 5 **Adopted by the ICA Board as originally proposed in the Consultation**

“that ICA accommodate and assist those national co-operative representative organisations wishing to be responsible for the co-ordination of ICA dues’ collection within their country, in respect of existing institutional and operational arrangements between national representative organisations for co-operatives and their members; that ICA also permit members of a given country to voluntarily agree to a different allocation of ICA dues amongst themselves as long as their total aggregated contribution in dues equals that calculated according to the new formula for all members of that country”

Four members disagreed, two of them stating that this type of mission would be better handled at the regional level. It is not clear whether the respondents were familiar with the current practice in some countries which is reflected by this recommendation.

Recommendation # 6 **Adopted by the ICA Board with amendments**

“that ICA staff and Board members stand by a firm application of the membership policy concerning dues’ payment, limiting the granting of special treatment to a few exceptional well-documented cases after consultation with the pertinent regional elected body or pertinent sectoral organisation board”

Ten members expressed their disagreement; two reiterating that each affiliate should pay according to its economic capacity; two others were of the opinion that the regional level should be responsible for the granting of special treatment in exceptional cases. A change to the original recommendation was recommended and adopted as above to clearly indicate that regions and ICA sectoral organisations will be consulted.

Recommendation # 7 **Adopted by the ICA Board as originally proposed in the Consultation**

“that ICA establish in 2008 a data management system for the collection and use of key statistical data on ICA members and their national movements, collaborating with all parts of the ICA including its members, and build on readily available systems and data, to avoid any duplication of work and maximise limited available resources”

Four members disagreed without specific comment. One member agreed on the condition that the solution (and process) used to collect and use data be reached by consensus.



Recommendation # 8 **Adopted by the ICA Board as originally proposed in the Consultation**

“that the ICA Board create a committee, “Membership Committee” to propose eligibility criteria, to support ICA in the activities relating to the promotion and correct implementation of the dues’ formula as well as in designing a member recruitment strategy and that the Committee report to the Board with recommendations on all these issues”

One member disagreed arguing that the creation of a new structure implies costs.

Recommendation # 9 **Adopted by the ICA Board as originally proposed in the Consultation**

“that ICA seek to further diminish its reliance on annual membership dues as rapidly as possible through alternative sources of funding that are fully researched, fully costed and that do not damage the reputation of ICA. These include as first steps the possibility of setting up an ICA Foundation and/or seeking out business opportunities”

Four members disagreed, one because it felt it could expose ICA to funds from dubious sources.

Recommendation # 10 **Adopted by the ICA Board as originally proposed in the Consultation**

“that the current organisational model be maintained and that global co-ordination of the specific and complementary contributions of all ICA structural components to the overarching strategic direction be strengthened”

Three members disagreed, one commenting that it was not appropriate to recentralise after having adopted the subsidiary principle.

Recommendation # 11: **Adopted by the ICA Board as originally proposed in the Consultation**

“that a report be produced, within the timeframe of the current strategy plan, on the feasibility, according to Swiss law, of establishing the ICA as a co-operative”

Seven members disagreed. One comment referred to lack of knowledge of the Swiss law. Two others said that ICA did not need to be a co-operative to represent co-operatives and two others asked for further information regarding the intended objective.

Recommendation # 12 **Adopted by the ICA Board as originally proposed in the Consultation**

“that the number of ICA regions remains unchanged for the time being. If a sound business case is made in the future for a further region/sub-region, then the proposal should be presented to the Board and approved by the General Assembly”

One member disagreed without comment.

Recommendation # 13 **Adopted by the ICA Board as originally proposed in the Consultation**

“that the ICA sectoral organisations be represented collectively through formal representation with two seats on the ICA Board; that these representatives be nominated and elected by the ICA sectoral organisations themselves, based on criteria and terms of reference to be established by the ‘ICA Election Committee’ and that these representatives be formally elected by the ICA General Assembly”

Ten members disagreed. Two considered this recommendation premature in light of recommendation #14 (SWOT analysis for ICA sectoral organisations). One seemed to favour the participation of all ICA sectoral organisations in the Board.



Report on Restructuring *(continued)*

Recommendation # 14

Adopted by the ICA Board as originally proposed in the Consultation

“that all sectoral organisations be required to carry out a ‘SWOT’ analysis (Strengths, Weaknesses, Opportunities and Threats) and provide recommendations to the ICA Board for reinforcing their respective organisation and create synergies beneficial to the whole ICA and that any change to the number and nature of existing ICA sectoral organisations be examined on a case by case basis with well-argued support documentation”

One member disagreed without comment. Another, while agreeing, suggested that financial flows between the central office and ICA’s sectoral organisations be analysed to facilitate decision taking.

Recommendation # 15

Adopted by the ICA Board as originally proposed in the Consultation

“that current thematic committees and working groups be required to carry out a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) and report to the ICA Board and that any change to their number and nature be examined on a case by case basis with well-argued support documentation”

Three members disagreed, two of them stating that, as thematic committees could mobilise important resources, the regions should decide on the creation of such committees and thus finance them.

Recommendation # 16

Adopted by the ICA Board as originally proposed in the Consultation

“that all structural components of ICA make an assessment of their work programmes to enable an alignment with the ICA Strategic Plan; that they report to the ICA Board with their strategy plans”

Three members disagreed without comment.

Recommendation # 17

Adopted by the ICA Board as originally proposed in the Consultation

“that the Board ask the ICA Director General to present a well-documented assessment of the human and financial resources required at all levels to deliver the new strategy plan and mandate him to improve and optimise co-ordination between ICA structural entities in the delivery of added-value services for its members”

Three members disagreed without comment.

Recommendation # 18

Adopted by the ICA Board as originally proposed in the Consultation

“that committees and working groups be limited in number and their mission be directly connected to the global strategy; that their terms of reference be adopted by the Board; that committees be concerned with internal matters of the organisation, have a permanent character, be composed exclusively of Board members and that these be: (1) Audit & Risk Control Committee (with relevant financial experience), (2) Governance Committee, (3) Membership Committee and (4) Human Resource Committee; that these committees be able to call on external expertise for advice when necessary; that

- all working groups be concerned with strategic issues of the entire co-operative movement, have an ad-hoc character and an open membership;*
- an Intelligence Working Group be established;*
- these committees and working groups regularly report to the Board;*
- the external auditor be nominated by the ICA General Assembly”*

Six members disagreed. Two referred to the fact that an audit committee, in their country, consists of non Board members. Four members mentioned the costs that may result.



Recommendation # 19 **Adopted by the ICA Board as originally proposed in the Consultation**

“that the voting rights of ICA thematic committees and ICA sectoral organisations at the General Assembly be withdrawn and that the ICA rules be amended accordingly”

Eleven members expressed disagreement. Two members proposed that the voting process should be studied in depth (that is the essence of *Recommendation # 20*). Some other comments showed that there was confusion on what constituted sectoral members of ICA and ICA sectoral organisations.

With the global membership approach, the “sectoral member” category will disappear as these organisations (primary co-operatives or national sectoral representative organisations) will be invited to become direct members of ICA (full members). They will as direct members continue to participate in the ICA sectoral organisations but will also be entitled to all democratic rights within ICA. Accordingly, the recommendation eliminates the voting right of the ICA sectoral organisations and thematic committees in ICA Assemblies as they are parts of the internal infrastructure of ICA.

Recommendation # 20 **Adopted by the ICA Board with major amendments**

“that the voting system within ICA be based on the number of individual members represented by an ICA member, that similar scales used in the subscription formula be used with appropriate number of votes per tier.”

The above replaces the original Recommendation #20: *“that the Governance Working Group of the Board assesses the voting system within ICA and report to the Board”*

Six members disagreed with the original recommendation included in the consultation document. Two of them would have liked specific proposals for presentations before the end of 2008 to be adopted, if need be, at the 2009 General Assembly.

The new subscription formula adopted by the Board proposes different levels of minimum dues based on a formula using the World Bank Country Income Index (see ‘ICA Subscription Formula’ page 12). Given that the current *ICA Policies, Procedure and Standing Orders* state that the basis for calculating the number of votes is a multiple of the minimum dues (5,500 CHF) that will disappear in the new formula, amendments to the voting system are immediately required. The Board adopted the principle that like the subscription formula, voting rights should be linked to the number of individual members represented.

Each tier of number of members used in the new subscription formula will be associated with a specific number of votes (see table 1, page 13). The other current principles of the voting system will be maintained, namely, that to be entitled to voting rights, a member has to be in complete discharge of its financial obligation towards ICA; that a maximum of 25 votes per country can be distributed; and that member organisations can entrust all of their votes to one or more representatives from the same country, provided that no representative holds more than ten votes.

Recommendation # 21 **Adopted by the ICA Board as originally proposed in the Consultation**

“Following the decisions by the ICA General Assembly on proposed revisions of ICA Rules and subscription formula, that the Governance Working Group presents recommendations to the Board to improve the coherence between ICA regional and sectoral bodies’ rules with those of the global ICA”

Twelve members expressed disagreement mainly based on the necessity to take into account regional and sectoral specificities. Accordingly, the notion of “improved harmonisation of ICA regional and sectoral bodies’ rules with those of global ICA” was changed to the notion of “improved coherence” for clarity.



Report on Restructuring *(continued)*

The Subscription Formula: The Consultation Report

The consultation of ICA members on various proposed changes to the subscription formula resulted in 76 member replies or 34% of the total which includes verbal submissions.

Members indicated “agreement” to the proposals on the subscription formula in varying levels from 44 out of 76 responses (58%) to 33 out of 76 (43%). At the lowest levels, these included agreement for the following:

Member scale proposals	36 agreed or 47%
Number of members easier than economic criteria	35 agreed or 46%
Simplicity versus capacity to pay	33 agreed or 43%
Flat fee reasonable for associate members	36 agreed or 47%

Members indicated disagreement to proposals in varying levels from 8 out of 76 responses (11%) to 21 out of 76 (28%). The highest level of “disagreement” is, by a significant margin, as follows:

Number of members easier than economic criteria	21 members or 28%
Member scale proposals	15 members or 20%
Lower fee for associate members in low income	
World Bank Country Income Index (WBCII)	8 members or 11%
Flat fee reasonable for associate members	10 members or 13%.

With regard to comments made by those who disagreed, the main comment relates to the preference of some members for an economic criterion to better take into account the capacity to pay of the members. The experience of the application of the current subscription formula and the attempts by the RWG to define a new subscription formula based on such economic criteria show the quasi-impossibility to answer positively to this request at least in the short term. At best, ICA could continue to work on introducing economic criteria in the future. This would be possible only if members provide economic data. The implementation of *Recommendation #7* regarding a data management system for the collection and use of key statistical data on ICA members could help progress in this direction.

Some members also proposed that a distinction should be made between members with economic activities and members without economic activities, i.e. representative organisations such as apex organisations. Others proposed that the criteria should be a percentage of each member revenues. Both proposals suggested or implied that the formula should not consider the members of a member. Members expressing disagreement with using individual members as the criterion are mainly apexes that represent an important share of ICA revenues (both in the current and the proposed new formula). Both proposals would result in a substantial loss of revenues from apexes as they represent 75% of ICA membership.

The principle of taking into account the aggregated numbers of all the co-operatives' members of an ICA member is important. It already exists in the current subscription formula and is maintained in the proposed new formula. Further, ICA could not cope with a general and presumably very important lowering of subscription fees paid by apex organisations. The weight of their contributions would need to be shifted to primary co-operatives that are members of ICA and that already pay substantial subscriptions.

Other members related to the difficulty of eliminating the double-counting of members in the case where an individual is a member of more than one primary co-operative (for example a person who is member of an agricultural, consumer and banking co-operative). These members argue that under the proposed formula this individual is counted as 3 members as she or he is active in three co-operatives that pursue different activities. The proposed new formula does however include the elimination of double-counting so as to not count an individual member of a primary co-operative more than once when this primary co-operative is also a member of a sectoral organisation or a national apex (that is also a member of ICA).



It was also proposed that a distinction should be made in the multipliers based on the economic sector in which the co-operative (or sectoral organisation) is active. The RWG considered that this would be a difficult task that would have to rely partly on subjectivity. And although the current subscription formula includes this criteria as it provides a different formula for various economic sectors, the rationale used for each calculation has been impossible to document.

It is clear that no single formula can satisfy all the members. However, changes in the multipliers or in the scales introduced to 'correct' results for some members often creates unacceptable situations elsewhere, often in greater number than those they sought to correct.

The Subscription Formula: Board Decisions

The Board addressed some of the issues raised and adopted the following changes to the proposed formula as below.

Reduction of the "Base rate"

In order to allow a substantial reduction of the base rate of the subscription formula, the Board underlined its willingness for ICA to diversify its revenue sources. It therefore agreed on a target of 3.2 million CHF in subscription revenues for 2009 and the introduction of the concept of minimum dues. This has allowed a substantial (25%) reduction of the originally proposed base rate of 4,000 CHF to that of 3,000 CHF.

Introduction of minimum dues

To better take into account the relative capacity to pay of members, three sets of minimum dues are proposed based on the World Bank Country Income Index (WBCII). Members from countries in the "High" WBCII category pay a minimum of 7,000 CHF in subscription fees; those from countries in the "Upper middle" WBCII category pay 4,000 CHF and those in the "Lower middle" category pay 2,000 CHF. There is no minimum fee for members of countries in the "Low" WBCII category nor for members in countries from Africa, this in order to maintain ICA's strong commitment to Africa.

New tiers for number of members represented

To better take into account the relative capacity to pay of smaller organisations, the number of tiers based on number of members represented has been increased from eight in the originally proposed formula to twelve. The additional tiers impact members representing fewer than 2 million individuals. Appropriate progressive multipliers have been associated with each of the new tiers. (See table 1 on page 13).

New multipliers for World Bank Country Income Index (WBCII) categories

To further address the issue of capacity to pay, a number of the multipliers associated with the WBCII have been modified. The "High" index multiplier changes from 4 in the original proposal to 5. The "Upper Middle" index goes from 1.5 to 2.00; the "Lower Middle" index goes from 1 to 0.75. The "Low" index stays at 0.5. (See table 2 on page 13).

Transition periods

The consultation document proposed a transition mechanism for members affected by a significant increase in their 2009 membership dues as compared with what they actually paid in 2006. Initially, the transition mechanism was to be applied for members that see an increase of more than 20% representing at least or more than 3,000 CHF. However, in order not to unduly complicate the monitoring of subscription payments, the Board agreed to increase the level of increase from 20% to 30%; the other elements of this transition mechanism remain the same.



Report on Restructuring *(continued)*

The Board further adopted a second transition mechanism for members with an increase of more than 20,000 CHF. Those few members have the opportunity to avail themselves of a transition period of up to 5 years where they could pay 20% of the gap to fill up in year 1, an additional 20% in year 2 and so on. (See *Guiding Principles for the Implementation of the Proposed New Subscription Formula*: Principle 8 on page 16).

National and regional solidarity and inter-cooperation

The ICA Board also decided to stress to members the principle of national solidarity. If some members experience difficulties in implementing the new subscription formula, there is the possibility at country level to voluntarily agree to an institutional agreement (See *Recommendation # 5*) which appears as a remedy well in line with the co-operative values. If an appropriate solution is not able to be found at the national movement level, the member in difficulty could ask the ICA regional director to work on a voluntary regional approach to find a solution to the payment of dues on their behalf. In this spirit, ICA will propose to each member benefiting from a reduction of fees in 2009 to voluntarily maintain its subscription at the 2008 level (in total or in part) to assist ICA during the three-year implementation period of the new subscription formula. More specifically fees paid by a member in excess of the application of the formula would facilitate resolving problems, being understood that if used to address the difficulties of a member in a particular region, these funds would be used in that same region. (See *Guiding Principles for the Implementation of the Proposed New Subscription Formula*: Principle 7 page 15).

The New Formula

The following new subscription formula was unanimously adopted by the ICA Board.

SUBSCRIPTION DUES =

**Base Fee (CHF 3,000) x Membership Tier Multiplier (*table 1*) x
World Bank Country Income Index (WBCII) Multiplier (*table 2*)**

**However, if the amount does not reach the minimum dues based on the
WBCII category (*table 3*) of the member,
the appropriate minimum dues apply.**

Note: The World Bank classifies country economies using the following categories: low income, lower middle income, upper middle income, and high income. The listing of these categories by country is found at <http://go.worldbank.org/D7SN0B8YU0>. These are referred to as the World Bank Country Income Index.



BASE FEE

3,000 CHF

TABLE 1

Tiers of membership (Number of individual members)		Multiplier	Votes **
1	Less than or equal to 2,500 individual members (750 CHF or minimum dues)	None	1
2	Greater than 2,500 and lower than 50,000	0.5	
3	Equal to or greater than 50,000 and lower than 100,000	0.75	
4	Equal to or greater than 100,000 and lower than 500,000	1.00	
5	Equal to or greater than 500,000 and lower than 1,000,000	1.25	3
6	Equal to or greater than 1,000,000 and lower than 1,500,000	1.50	
7	Equal to or greater than 1,500,000 and lower than 2,000,000	1.75	
8	Equal to or greater than 2,000,000 and lower than 3,000,000	2.00	
9	Equal to or greater than 3,000,000 and lower than 5,000,000	3.00	4
10	Equal to or greater than 5,000,000 and lower than 10,000,000	7.00	5
11	Equal to or greater than 10,000,000 and lower than 30,000,000	8.00	6
12	Equal to or greater than 30,000,000	20.00	8

TABLE 2

WBCII Category	Multiplier
Low (L)	0.50
Lower middle (LM)	0.75
Upper middle (UM)	2.00
High (H)	5.00

*** Votes are included for information*

TABLE 3

WBCII	Minimum Dues (CHF)
Low (L)	None
Lower middle (LM)	2,000
Upper middle (UM)	4,000
High (H)	7,000



Report on Restructuring *(continued)*

To illustrate the application of the formula, a fictitious country 'Arcadia' and 5 fictitious ICA members are used below:

COUNTRY: ARCADIA		WBCII: Upper middle (UM)	
	Name of member	Individual members	Affiliations
A	Arcadia National Co-operative Union (apex)	10,000,000	B & C are direct members of the apex
B	Arcadia Federation of Co-operative Banks	5,000,000	Is a member of the apex (A)
C	Arcadia Federation of Consumers' Co-operatives	3,500,000	Is a member of the apex (A)
D	Insurance Co-operative	2,500,000	Is not a member of any other organisation in ICA Membership
E	Co-operative Bank	700,000	Is a member of the federation (B)
DUES' CALCULATIONS			
<p>Member E = 3,000 (base fee) x 1.25 (multiplier for # of members between 500,000 and 1 million) x 2.00 (WBCII multiplier for UM) = 7,500 CHF</p>			
<p>Member D = 3,000 (base fee) x 2 (multiplier for # of members between 2 and 3 million) x 2.00 (WBCII multiplier for UM) = 12,000 CHF</p>			
<p>Member C = 3,000 (base fee) x 3 (multiplier for # of members between 3 and 5 million) x 2.00 (WBCII multiplier for UM) = 18,000 CHF</p>			
<p>Member B total # of members = 5,000,000, minus 700,000 = 4,300,000 members on which the formula will be applied</p> <p>Member B = 3,000 (base fee) x 3 (multiplier for # of members between 3 and 5 million members) x 2.00 (WBCII multiplier for UM) = 18,000 CHF</p>			
<p>Member A total # of members = 10,000,000 minus 5,000,000 (Member B), minus 3,500,000 (Member C) = balance of 1,500,000 on which the formula will be applied</p> <p>Member A = 3,000 (base fee) x 1.75 (multiplier for # of members between 1.5 and 2 million) x 2.00 (WBCII multiplier for UM) = 10,500 CHF</p>			
<p>Total contribution from ICA members from Arcadia = sum of the respective contributions of all members after elimination of double counting as illustrated above</p> <p style="text-align: center;">or</p> <p>7,500 + 12,000 + 18,000 + 18,000 + 10,500 = 66,000 CHF</p>			



Guiding Principles for Implementation of the proposed new subscription formula

The principles supporting the calculation of the annual dues of any ICA member under the proposed formula are the following:

1. The basis for the calculation of dues for implementation in 2009 will be 2006 data provided by the ICA members. This data includes the number of individual members they have or represent, as well as affiliations to other ICA members (“members of members”). Failing to obtain this data, the ICA will use the data it can find or evaluate the organisation to the best of its knowledge;
2. As shown in the illustration on page 14, in countries where there is more than one member, the affiliations between ICA members in that country will be established. The formula will then first be applied to the primary co-operative/s that are direct members of ICA to avoid any double counting of individual members. Their respective membership would thereafter be subtracted from that of the other direct members of ICA in that country to which they are affiliated. The dues for other organisations in ICA membership would thereafter be calculated on the remainder of individuals they represent;
3. Members of a given country may enter into an institutional arrangement with the ICA under which they determine how the aggregate subscription fees will be paid – i.e. determine the split of fees between themselves – as long as the aggregated total fees calculated for all ICA members of that country are paid (see *Recommendation #5*);
4. 275,000 CHF is set as the maximum dues paid by country. In cases where the sum of the individual dues of all members in a country exceeds the maximum dues limit, the contribution from members in that country is proportionally allocated or redefined on the basis of a particular institutional arrangement as described in *Principle 3* above;
5. Organisations for co-operatives that have an international or supra-national reach (i.e. organisations like the World Council of Credit Unions, Asian Confederation of Credit Unions, etc.), are eligible for “associate member” status;
6. As global ICA membership fees will also be allocated for the operation of ICA sectoral organisations, current ICA members and ICA sectoral members will no longer pay sectoral organisation dues (See *Recommendation #3* on global membership);
7. Members with an increase in dues of more than 30% and more than 3,000 CHF under the new formula may avail themselves of a transition period to reach the new level of dues over a maximum period of 3 years. They would pay 30% of the difference of current versus new dues in year 1, adding an additional 35% in year 2 and the remaining 35% in year 3;

Example

Member Z	2006 subscriptions	CHF 5,500
	2009 subscriptions	CHF 9,000
	Increase	CHF 3,500
Member Z transitioning over 3 years		
	2009 payment	CHF 6,550
	2010 payment	CHF 7,775
	2011 payment	CHF 9,000



Report on Restructuring *(continued)*

8. Members with an increase of more than 20,000 CHF may avail themselves of a transition period of up to 5 years where they could pay 20% of the gap to fill up in year 1, an additional 20% in year 2 and so on;
9. Members with a decrease in their subscription fee by more than 1,000 CHF benefit from the reduction in a gradual manner over a period of 3 years. Annual dues will be reduced by 15% of the difference between the last subscription paid and new dues, by another 25% in year 2, and by the remaining 60% in year 3. These members would be invited to kindly redirect the difference into the ICA Foundation, if existing, or to sponsor a major initiative of the ICA, in order to stabilise the subscription revenue as much as possible, or to assist a member in the same region that is temporarily confronted with difficulties in paying its fees;
10. ICA members will be required to provide the Central Office (Geneva) annually with updated data on the number of members that they have or represent and update the state of affiliations with other ICA members. Should there be any major changes to the data and this has an impact on the application of the subscription formula, the ICA Board Membership Committee will be provided with the information for consideration and follow-up;
11. For 2009, ICA subscriptions will be calculated using 2006 membership data. Invoices for exact amounts will be prepared and sent to ICA members taking into consideration transitioning as above. Dues for the subsequent years, 2010, 2011 and 2012, will be calculated using the same data (2006), but will be slightly adjusted for inflation annually. The ICA Board will determine the indexation rate for the three subsequent years. For future cycles of the application of the formula, the data used would be that of two years preceding that of the beginning of the new four-year strategic plan and the World Bank Country Income Index of the prior year (i.e. data of 2011 for subscription calculations for 2013 dues with the WBCII of 2012);
12. The ICA Board will maintain its discretionary power to modify a specific dues' contribution (lower or higher) to take into account circumstantial elements that are truly of an exceptional nature or take into account a blatantly unfair situation;
13. The subscription formula will be reviewed every four years, coinciding with a new four-year strategic plan.

The Special Case of ICA Sectoral Members

The Board adopted a single amendment to the formula for sectoral members as below. (Sectoral members are members of ICA's sectoral organisations who are not otherwise direct members of ICA.)

As per *Recommendations #3 and #4* on "global membership", the category "sectoral members" will no longer exist. Any ICA member and its affiliated members will be able to participate in ICA activities at the international, regional and sectoral levels as long as they pay one global membership fee. These recommendations eliminate any arbitrary approach to choosing a type of membership and permit a stronger ICA.

All efforts were made in the proposed subscription formula to take into account the limited capacity of some of these members. Accordingly, in the case of the current ICA sectoral members, three situations could apply:

1. Current "sectoral members" could become "members". Indeed, the very small organisations with 2,500 members or less and with limited capacity to pay could become full members at a much more affordable fee, i.e. at the flat fee of 750 CHF for low income WBCII countries or the applicable minimum dues.
2. As a second option, those who are already affiliated to an ICA member in their country could access the ICA service offerings through that particular affiliation which would then permit them to participate in the activities of the ICA sectoral organisations of their economic sector in their own name, without charge, since it would be covered by the contribution of the direct member. This flexibility would not only benefit some organisations with less financial capacity, but could perhaps also benefit the representative organisations for co-operatives who may attract more members for these reasons.



3. As a third option, they could become “associate members” for a flat fee and benefit from a grace period of between 3-5 years before joining as “member”.

Considering that it is currently very difficult, if not impossible, to estimate how many of the ‘sectoral members’ will choose the first option (deciding to become ICA members), the Board decided that the current sectoral members be exonerated from paying the minimum dues applicable as per table 3, but only pay the subscriptions as per the application of the formula only. This exception is to be considered as a transition facilitator to be revisited at the end of the first four-year period following the implementation of the new subscription formula.

Associate Members

The Board further adopted an amendment to the formula applicable to associate members as below:

ASSOCIATE MEMBER SUBSCRIPTION DUES =

WBCII Low	500 CHF
WBCII Lower middle, Upper middle and High	3,000 CHF
Associate members with international or supra-national status	7,000 CHF

Simulations

The Regional Working Group produced a series of simulations to assist in better understanding the impact of the new subscription formula. The following pages provide simulations for each of ICA’s member organisations that were members in 2006 and remain in membership today. They provide information on the current status of an organisation (Status = Member ‘M’ or Associate Members ‘A’), the country in which it is found, its corresponding World Bank Country Income Index category (‘WBCII’ - High=‘H’, Upper middle=‘UM’, Lower middle=‘LM’, Low=‘L’), the name of the organisation, the number of individual members it has or represents, the estimated dues according to the new subscription formula, estimated dues by country (should this option be considered by members in a particular country), and the number of votes by member according to the proposed new voting system. The simulations are grouped by region.

Please note that these simulations are based on membership data requested and provided by members. When members did not provide data, ICA has collected the information from other sources including websites, annual reports, press releases, and estimations to the best of its knowledge. However, there is still data missing for a number of members and therefore the tables included here should be regarded as preliminary indications.

Should the new formula be adopted by the Assembly, each ICA member will be invited to update or supply appropriate membership data in the course of 2008.

IMPORTANT

The simulations provided here are not the official figures for the new subscription fees nor do they represent final voting rights.

Report on Restructuring - Simulations



Status	country	WBC II	Member Organisation—AFRICA	Individual members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes	
M	BENIN	L	Fédération des Caisses d'Épargne et de Crédit Agricole Mutuel du Bénin (FECECAM)	-	750	750	1	
M	BOTSWANA	UM	Botswana Co-operative Association (BOCA)	-	3,000	3,000	1	
M	CAMEROON	LM	Mutuelle pour la Promotion de l'Épargne et du Crédit d'Investissement (MUPECI)	1,564	750	750	1	
M	CAPE VERDE (Rep. of)	LM	Federação Nacional das Cooperativas de Consumo (FENACCOOP)	1,650	750	750	1	
M	COTE D'IVOIRE	L	Union Régionale des Entreprises Cooperatives de la zone savanes (URECOS-CI)	-	750	1,500	1	
M	COTE D'IVOIRE	L	Société Coopérative d'Agboville (SCAGBO)	-	750		1	
M	EGYPT (Arab Rep. of)	LM	Central Productive Co-operative Union	-	1,125		1	
M	EGYPT (Arab Rep. of)	LM	Central Agricultural Co-operative Union (CACU)	-	1,125	8,250	1	
M	EGYPT (Arab Rep. of)	LM	Higher Institute for Agricultural Co-operation (HIAC)	-	3,000		1	
M	EGYPT (Arab Rep. of)	LM	Higher Institute of Co-operative Management Studies	-	3,000		1	
M	GHANA	L	Ghana Co-operative Council (GCC)	-	750	750	1	
M	KENYA	L	Co-operative Bank of Kenya Ltd.	650,000	1,875		3	
M	KENYA	L	The Co-operative Insurance Company of Kenya Ltd. (CIC Insurance)	1,260,769	2,250	4,125	3	
M	MAURITIUS	UM	The Mauritius Co-operative Union Ltd. (MCUL)	-	3,000	3,000	1	
A	MOROCCO	LM	Office du Développement de la Coopération (ODC)	-	3,000	3,000		
A	NAMIBIA	LM	Co-operatives Advisory Board	-	3,000	3,000		
M	NIGERIA	L	Co-operative Federation of Nigeria (CFN)	-	750	750	1	
M	TANZANIA	L	Tanzania Federation of Co-operatives Ltd (TFC)	600,000	1,875	1,875	3	
M	UGANDA	L	Uganda Co-operative Alliance Ltd. (UCA)	5,196	750	750	1	
Africa Sub-total							32,250	



Status	Country	WBC II	Member Organisation– AMERICAS	Individual members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	ARGENTINA	UM	La Segunda Cooperativa Limitada Seguros Generales	1,050,000	9,000		3
M	ARGENTINA	UM	Sancor Cooperativa de Seguros Ltda	530,000	7,500		3
M	ARGENTINA	UM	Federación Argentina de Cooperativas de Consumo (FACC)	600,000	7,500	45,000	3
M	ARGENTINA	UM	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)	5,500,000	13,500		5
M	ARGENTINA	UM	Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda. (IMFC)	800,000	7,500		3
M	BOLIVIA	LM	Cooperativa Rural de Electrificación Ltda. (CRE)	250,000	2,250		1
M	BOLIVIA	LM	Cooperativa La Merced Ltda.	43,000	2,000		1
M	BOLIVIA	LM	Cooperativa de Ahorro y Credito San Martin de Porres Limitada (COSMart)	57,626	2,000	10,500	1
M	BOLIVIA	LM	Cooperativa Jesús Nazareno Ltda. (CN)	65,000	2,000		1
M	BRAZIL	UM	COOP - Cooperativa de Consumo	1,325,648	9,000		3
M	BRAZIL	UM	Organizaçao das Cooperativas Brasileiras (OCB)	6,000,000	13,500	28,500	5
M	BRAZIL	UM	Unimed do Brasil, Confederaçao Nacional das Cooperativas Médicas	103,000	6,000		1
M	CANADA	H	Canadian Cooperative Association (CCA)	9,200,000	105,000		5
M	CANADA	H	Conseil Canadien de la Coopération (CCC)	8,860,000	105,000	210,000	5
M	CHILE	UM	COOPEUCH Cooperativa de Ahorro y Crédito	320,383	6,000	6,000	1
M	COLOMBIA	LM	Casa Nacional del Profesor (CANAPRO)	27,934	2,000		1
M	COLOMBIA	LM	Cooperativa del Magisterio (CODEMA)	23,659	2,000		1
M	COLOMBIA	LM	Confederación de Cooperativas de Colombia (CONFECOOP)	2,265,551	4,500		3
M	COLOMBIA	LM	Asociación Colombiana de Cooperativas (ASCOOP)	698,620	2,813		3
M	COLOMBIA	LM	Progressa Entidad Cooperativa de los Empleados de Saludcoop	20,196	2,000		1
M	COLOMBIA	LM	La Equidad Seguros	400,000	2,250	25,188	1
M	COLOMBIA	LM	Entidad Promotora de Salud Organismo Cooperativo (SaludCoop EPS)	1,200,000	3,375		3
M	COLOMBIA	LM	Efectiva, Soluciones y Alternativas Comerciales	2,000	2,000		1
M	COLOMBIA	LM	Cooperativa Médica del Valle y Profesionales de Colombia (COOMEVA)	187,000	2,250		1
M	COLOMBIA	LM	Corporación Gimnasio Los Pinos	-	2,000		1

Report on Restructuring - Simulations (continued)

Status	Country	WBC II	Member Organisation—AMERICAS	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	COSTA RICA	UM	Federación de Cooperativas de Ahorro y Crédito de Costa Rica R.L. (FEDEAC, R.L.)	441,000	6,000	10,000	1
M	COSTA RICA	UM	Banco Popular y de Desarrollo Comunal (BPDC)	-	4,000		1
A	DOMINICAN REP	LM	Instituto de Desarrollo y Crédito Cooperativo (IDECOOP)	-	3,000		
M	DOMINICAN REP	LM	Cooperativa Nacional de Servicios Múltiples de los Maestros (COOPNAMA)	90,000	2,000	5,000	1
M	ECUADOR	LM	Coopseguros del Ecuador S.A. (Coopseguros S.A.)	400,000	2,250	2,250	1
M	EL SALVADOR	LM	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES)	82,045	2,000	2,000	1
M	GUATEMALA	LM	Confederación Guatemalteca de Federaciones cooperativas, Responsabilidad Limitada (CONFECOOP)	800,000	2,813	2,813	3
M	HAITI	L	Conseil National des Coopératives (C.N.C.)	-	500	500	1
M	HONDURAS	LM	Cooperativa Mixta de Mujeres Unidas Ltda (COMIXMUL)	18,000	2,000		1
M	HONDURAS	LM	Cooperativa de Ahorro y Crédito "Sagrada Familia"	131,907	2,250	4,250	1
M	MEXICO (Rep. of)	UM	Confederación Nacional de Cooperativas de Actividades Diversas de la Republica Mexicana (CNC)	-	4,000		1
M	MEXICO (Rep. of)	UM	Federación de Cajas Populares Alianza SC de RL de CV	305,000	6,000		1
M	MEXICO (Rep. of)	UM	Caja Popular Mexicana	1,100,000	9,000	32,500	3
M	MEXICO (Rep. of)	UM	Federación Nacional de Cooperativas Financieras UNISAP S.C. de R.L. de C.V.	450,000	6,000		1
M	MEXICO (Rep. of)	UM	Caja Libertad S.C.L.	650,000	7,500		3
A	PANAMA	UM	Instituto Panameño Autónomo Cooperativo (IPACOOOP)	-	3,000	3,000	
M	PANAMA	UM	Confederación Latinoamericana Cooperativas de Ahorro y Crédito (COLAC)	-	3,000	3,000	
A	PARAGUAY	LM	Panal Compañía de Seguros Generales S.A. - Propiedad Cooperativa	-	3,000		
M	PARAGUAY	LM	Federación de Cooperativas de Producción (FECOPROD)	-	2,000		1
M	PARAGUAY	LM	Confederación Paraguaya de Cooperativas (CONPACOOOP)	-	2,000		1
M	PARAGUAY	LM	Cooperativa Universitaria Ltda	75,000	2,000	11,000	1
M	PARAGUAY	LM	Cooperativa de Producción, Consumo, Ahorro, Crédito y Servicios de Profesionales de la Salud Ltda. (COOMECIPAR)	21,000	2,000		1





Status	Country	WBC II	Member Organisation—AMERICAS	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	PERU	LM	Confederación Nacional de Cooperativas del Perú (CONFENACCOOP)	790,000	2,813		3
M	PERU	LM	Cooperativa de Ahorro y Crédito La Rehabilitadora Ltda. N 24 (COOPAC LA REHABILITADORA)	6,742	2,000		1
M	PERU	LM	Cooperativa de Ahorro y Crédito Santa Maria Magdalena (CACSM)	47,000	2,000	10,813	1
M	PERU	LM	Cooperativa de Ahorro y Crédito de Trabajadores de Empresas de Luz y Fuerza Eléctrica y Afines (CREDICOOP Luz y Fuerza Ltda.)	7,000	2,000		1
M	PERU	LM	Cooperativa de Ahorro y Crédito "PETROPERU" Ltda.	6,742	2,000		1
M	PUERTO RICO	H	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)	-	7,000		1
M	PUERTO RICO	H	Liga de Cooperativas de Puerto Rico (LIGACOOOP)	-	7,000		1
M	PUERTO RICO	H	Cooperativa de Seguros de Vida de Puerto Rico (COSVI)	-	7,000		1
M	PUERTO RICO	H	Cooperativa de Ahorro y Crédito de Médicos y Otros Profesionales de la Salud (MEDICOOP)	5,529	7,000	49,000	1
M	PUERTO RICO	H	Cooperativa de Ahorro y Crédito de Lares y Región Central (LARCOOP)	21,000	7,000		1
M	PUERTO RICO	H	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía"	37,000	7,000		1*
M	PUERTO RICO	H	Cooperativa de Seguros Múltiples de Puerto Rico Inc.	-	7,000		1*
M	UNITED STATES	H	National Rural Electric Association (NRECA)	36,000,000	300,000		6*
M	UNITED STATES	H	ACDI/VOCA	-	7,000		1*
M	UNITED STATES	H	CHF International	-	3,000		1*
M	UNITED STATES	H	Credit Union National Association (CUNA)	100,000,000	300,000	275,000	6*
M	UNITED STATES	H	National Cooperative Business Association (NCBA)	150,000,000	6,000		6*
M	UNITED STATES	H	NCB	10,000,000	120,000		4*
M	UNITED STATES	H	Nationwide Mutual Insurance Company	4,600,000	45,000		1*
M	URUGUAY	UM	Confederación Uruguaya de Entidades Cooperativas (CUDECCOOP)	825,000	7,500	7,500	3
			Sub-total			743,813	

* Note: Votes for members from the United States were calculated proportionally.



Status	Country	WBC II	Member Organisation—ASIA-PACIFIC	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	AUSTRALIA	H	Capricorn Society Ltd	10,000	7,000	7,000	1
M	BANGLADESH	L	Bangladesh Jatiya Samabaya Union (BJSU)	11,000,000	12,000	12,000	6
M	CHINA (P.R. of)	LM	All China Federation Of Supply & Marketing Co-operatives (ACFSMC)	160,000,000	45,000	45,000	8
A	INDIA	L	National Co-operative Development Corporation (NCDC)	-	500		
M	INDIA	L	National Federation of Urban Co-operative Banks & Credit Societies Ltd (NAFCUB)	11,000,000	12,000		3*
M	INDIA	L	National Federation of State Co-operative Banks (NAFSCOB)	25,523,800	12,000		3*
M	INDIA	L	National Co-operative Consumers Federation (NCCF)	11,000,000	12,000		3*
M	INDIA	L	National Co-operative Agriculture & Rural Development Banks' Federation Ltd (NCARDB Federation)	11,000,000	12,000	105,500	3*
M	INDIA	L	National Agricultural Co-operative Marketing Federation (NAFED)	11,000,000	12,000		3*
M	INDIA	L	National Co-operative Union of India (NCUI)	239,000,000	30,000		5*
M	INDIA	L	Krishak Bharati Co-operative Ltd. (KRIBHCO)	2,400,000	3,000		2*
M	INDIA	L	Indian Farmers Fertiliser Co-operative (IFFCO)	11,000,000	12,000		3*
A	INDONESIA	LM	Institute for Indonesian Co-operative Development Studies (LSP2-I Lembaga Studi Pengembangan Perkeroperasian Indonesia)	-	3,000		
M	INDONESIA	LM	Dewan Koperasi Indonesia (DEKOPIN) (Indonesia Co-operative Council)	27,200,000	18,000	21,000	6
M	IRAN	LM	Mollah Al-Movahedin Credit Co-operative (MAMCC)	11,000	2,000		1
M	IRAN	LM	Central Union of Rural & Agricultural Co-operatives of Iran (CURACI)	5,580,000	15,750	38,000	5
M	IRAN	LM	Central Organization for Rural Co-operatives of Iran (CORC)	442,278	2,250		1
M	IRAN	LM	Iran Central Chamber of Co-operatives (I.C.C.)	14,500,000	18,000		6
M	ISRAEL	H	Kibbutz Movement	62,500	11,250		1
M	ISRAEL	H	Co-op Jerusalem	16,000	7,000	25,250	1
M	ISRAEL	H	Central Union of Co-operative Societies	40,000	7,000		1



Status	Country	WBC II	Member Organisation—ASIA-PACIFIC	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	JAPAN	H	National Federation of University Co-operative Associations (NFUCA)	2,826,446	30,000		2*
M	JAPAN	H	Japan Workers' Co-operative Union (JWCU)	42,895	7,000		1*
M	JAPAN	H	IE-NO-HIKARI Association	4,998,029	45,000		2*
M	JAPAN	H	Central Union of Agricultural Co-operatives (JA-ZENCHU/CUAC)	4,998,029	45,000		2*
M	JAPAN	H	The Japan Agricultural News	4,998,029	45,000		2*
M	JAPAN	H	National Federation of Forest Owners Co-operative Associations (ZENMORI-REN)	-	7,000		1*
M	JAPAN	H	National Federation of Workers & Consumers Insurance Co-operatives (ZENROSAI)	140,000	15,000	275,000	1*
M	JAPAN	H	National Federation of Fisheries Co-operative Associations (ZENGYOREN)	4,300,000	45,000		2*
M	JAPAN	H	The Norinchukin Bank	4,998,029	45,000		2*
M	JAPAN	H	National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)	4,998,029	45,000		2*
M	JAPAN	H	National Federation of Agriculture Co-operative Associations (ZEN-NOH)	4,998,029	45,000		2*
M	JAPAN	H	Japanese Consumers' Co-operative Union (JCCU)	24,211,000	120,000		6*
M	KAZAKHSTAN (Rep.of)	UM	Union of Consumer Societies of the Republic of Kazakhstan	16,700	4,000	4,000	1
M	KOREA (Rep. of)	H	National Forestry Co-operatives Federation (NFCF)	40,000	7,000		1
M	KOREA (Rep. of)	H	National Federation of Fisheries Co-operatives (NFFC)	1,000,000	7,000		3
M	KOREA (Rep. of)	H	National Credit Union Federation of Korea (NACUFOK)	4,700,000	45,000	224,500	4
M	KOREA (Rep. of)	H	Korean Federation of Community Credit Co-operatives (KFCC)	13,607,542	120,000		6
M	KOREA (Rep. of)	H	National Agricultural Co-operative Federation (NACF)	2,400,000	30,000		3
M	KUWAIT	H	Union of Consumer Co-operative Societies (UCCS)	304,045	15,000	15,000	1
A	MALAYSIA	UM	Co-operative College of Malaysia (CCM) (Maktab Kerjasama Malaysia)	-	3,000		
M	MALAYSIA	UM	National Land Finance Co-operative Society Ltd.	48,278	4,000	25,000	1
M	MALAYSIA	UM	National Co-operative Organisation of Malaysia (ANGKASA)	4,531,514	18,000		4

Report on Restructuring - Simulations (continued)

Status	Country	WBC II	Member Organisation—ASIA-PACIFIC	Number of co-operators	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	MYANMAR	L	Union of Myanmar Central Co-operative Society Ltd.	2,309,495	3,000	3,000	3
M	NEPAL	L	National Co-operative Federation (NCF)	1,200,000	2,250	2,250	3
M	NEW ZEALAND	H	New Zealand Co-operative Association	600,000	18,750	18,750	3
M	PAKISTAN	L	National Co-operative Union of Pakistan (NCUP)	11,000,000	12,000	12,750	6
M	PAKISTAN	L	Karachi Co-operative Housing Societies Union Ltd.	50,000	750		1
M	PHILIPPINES	LM	National Confederation of Co-operatives (NATCCO)	1,200,000	3,375	3,375	3
M	SINGAPORE	H	Singapore National Co-operative Federation Ltd. (SNCF)	1,000,000	22,500	22,500	3
M	SRI LANKA	LM	Sri Lanka Consumer Co-operative Societies Federation Ltd (Coopfed)	3,750,000	6,750	22,500	4
M	SRI LANKA	LM	National Institute of Co-operative Development	-	3,000		1
M	SRI LANKA	LM	National Co-operative Council of Sri Lanka (NCC)	5,900,000	6,000		5
M	SRI LANKA	LM	Federation of Thrift & Credit Co-operative Societies Ltd in Sri Lanka (SANASA)	3,200,000	6,750	15,750	4
M	THAILAND	LM	The Co-operative League of Thailand (CLT)	8,109,180	15,750		5
M	THAILAND	LM	Association of Asian Confederations of Credit Unions (ACCU)	34,307,000	3,000	3,000	
M	VIETNAM	L	Vietnam Cooperatives Alliance (VCA)	17,000,000	12,000	12,000	6
Asia-Pacific Sub-Total						913,125	

* Note: Votes for members from India and Japan were calculated proportionally.





Status	Country	WBC II	Member Organisation—EUROPE	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	AUSTRIA	H	Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv)	423,193	15,000	15,000	1
M	BELARUS (Rep. of)	LM	Belarussian Union of Consumer Societies (BELKOOPOSOYUZ)	1,300,000	3,375	3,375	3
M	BELGIUM	H	OPHACO, Office des Pharmacies Cooperatives de Belgique	-	3,000		1
M	BELGIUM	H	Fédération Belge de l'économie sociale et coopérative (FEBECOOP)	50,000	11,250	48,000	1
M	BELGIUM	H	Arcopar SCRL	744,822	18,750		3
M	BELGIUM	H	P&V Assurances	150,000	15,000		1
M	BULGARIA	UM	National Union of Workers Producers Co-operatives of Bulgaria	14,000	4,000	10,000	1
M	BULGARIA	UM	Central Co-operative Union (CCU)	180,000	6,000		1
M	CROATIA	UM	Croatian Association of Co-operatives	76,000	4,000	4,000	1
M	CYPRUS	H	Pancyprian Co-operative Confederation Ltd.	568,000	6,000		3
M	CYPRUS	H	Co-operative Central Bank Ltd. (CCB)	582,000	18,750	24,750	1
M	CYPRUS	H	Cyprus Turkish Co-operative Central Bank Ltd	107,993	15,000	15,000	3
M	CZECH REPUBLIC	H	Co-operative Association of the Czech Republic	897,899	18,750	18,750	3
M	DENMARK	H	Danish Agricultural Council	99,000	11,250		1
M	DENMARK	H	Kooperationen	4,803	7,000	44,500	1
M	DENMARK	H	FDB Consumer Co-operative Denmark	1,600,000	26,250		3
M	FINLAND	H	Pellervo, Confederation of Finnish Co-operatives	198,018	15,000		1
M	FINLAND	H	SOK Association SOKL	1,600,000	26,250	41,250	3
M	FRANCE	H	Confédération Générale des Scop	28,500	8,000		1
M	FRANCE	H	Groupement National de la Coopération (GNC)	23,000,000	84,000		6
M	FRANCE	H	Confédération Nationale de la Mutualité, de la Coopération et du Crédit Agricoles (CNMCCA)	5,700,000	105,000	275,000	5
M	FRANCE	H	Fédération Nationale des Cooperatives de Consommateurs (FNCC)	2,000,000	30,000		3
M	FRANCE	H	Crédit Coopératif	31,634	7,000		1
M	FRANCE	H	Confédération Nationale du Crédit Mutuel	6,900,000	105,000		5

Report on Restructuring - Simulations (continued)

Status	Country	WBC II	Member Organisation—EUROPE	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	GERMANY	H	Konsumverband eG	500,000	18,750		3
M	GERMANY	H	Zentralverband deutscher Konsumgenossenschaften (ZdK)	100,000	15,000	183,750	1
M	GERMANY	H	Deutscher Genossenschafts- und Raiffeisenverband e.V. (DGRV)	17,600,000	120,000		6
M	GERMANY	H	GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V. (GDW)	2,000,000	30,000		3
M	HUNGARY	UM	National Federation of Agricultural Co-operatives and Producers (MOSZ)	40,000	4,000		1
M	HUNGARY	UM	Hungarian Industrial Association (OKISZ)	2,836	4,000	14,000	1
M	HUNGARY	UM	National Federation of Consumer Co-operatives & Trade Associations (Co-op Hungary - AFEOSSZ)	100,000	6,000		1
M	ITALY	H	Associazione Generale Cooperative Italiane (A.G.C.I. Nazionale)	301,238	15,000		1
M	ITALY	H	Confederazione Cooperative Italiane (CONFCOOPERATIVE)	2,878,360	30,000	150,000	3
M	ITALY	H	Lega Nazionale delle Cooperative e Mutue (Legacoop)	7,736,210	105,000		5
M	LATVIA	UM	Latvian Central Co-operative Union (TURIBA)	9,900	4,000	4,000	1
M	LITHUANIA	UM	Lithuanian Union of Co-operative Societies (LITCOOPUNION)	40,058	4,000	4,000	1
M	MALTA	H	Apex - Organisation of Maltese Co-operatives	3,652	7,000	7,000	1
M	MOLDOVA (Rep. of)	LM	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP)	340,000	2,250	2,250	1
M	NETHERLANDS	H	Oikocredit, Ecumenical Development Co-operative Society	27,000	7,000	7,000	1
M	NORWAY	H	Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke)	178,460	15,000		1
M	NORWAY	H	Coop NKL BA	1,100,000	22,500	56,250	3
M	NORWAY	H	The Norwegian Federation of Co-operative Housing Associations (NBBL)	748,512	18,750		3





Status	Country	WBC II	Member Organisation—EUROPE	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	POLAND	UM	National Supervision Union of Spolem Consumer Co-operatives	100,000	6,000		1
M	POLAND	UM	National Auditing Union of Workers' Co-operatives (NAUWC)	9,859	4,000		1
M	POLAND	UM	National Association of Co-operative Savings and Credit Unions (NACSCU)	1,551,000	10,500	59,500	3
M	POLAND	UM	National Co-operative Council	10,000,000	9,000		6
M	POLAND	UM	Auditing Union of Housing Co-operatives (ZRSM RP)	4,000,000	18,000		4
M	PORTUGAL	H	Confederação Nacional de Cooperativas Agrícolas e do Crédito Agrícola de Portugal (CONFAGRI)	1,035,000	22,500		3
M	PORTUGAL	H	Portuguese Confederation of Co-operatives (CONFECOOP)	1,100,000	22,500	48,000	3
M	PORTUGAL	H	Instituto António Sérgio do Sector Cooperativo (INSCOOP)	-	3,000		1
M	ROMANIA	UM	National Union of Handicraft and Production Co-operatives of Romania (UCECOM)	24,245	4,000		1
M	ROMANIA	UM	National Union of Consumer Co-operatives (CENTROCOOP)	38,177	4,000	8,000	1
M	RUSSIA	UM	Koopneshstorg Ltd. (Coop-Trade)	-	4,000		1
M	RUSSIA	UM	Moscow Regional Union of Consumer Societies	229,523	6,000	52,000	1
M	RUSSIA	UM	Central Union of Consumer Societies (CENTROSOYUS)	7,500,000	42,000		5
M	SERBIA	UM	Co-operative Union of Serbia	120,000	6,000		1
M	SERBIA	UM	Co-operative Union of Yugoslavia	-	4,000	10,000	1
M	SLOVAKIA	UM	Co-operative Union of the Slovak Republic	622,188	7,500	7,500	3
M	SLOVENIA	H	Co-operative Union of Slovenia	17,426	7,000	7,000	1
M	SPAIN	H	Unión Nacional de Cooperativas de Consumidores y Usuarios de España (UNCCUE)	181,127	15,000		1
M	SPAIN	H	Confederación Española de Cooperativas de Trabajo Asociado (COCETA)	96,000	11,250		1
M	SPAIN	H	Confederación Empresarial Española de la Economía Social (CEPES)	3,758,530	45,000	104,000	4
M	SPAIN	H	Confederació de Cooperatives de Catalunya	837,901	18,750		3
M	SPAIN	H	Fundación Espritu	-	7,000		1
M	SPAIN	H	Confederación de Cooperativas de Euskadi (KONFEKOOP)	-	7,000		1

Report on Restructuring - Simulations (continued)



Status	Country	WBC II	Member Organisation—EUROPE	Individual Members	Dues (CHF) MEMBER level	Dues (CHF) COUNTRY level	Votes
M	SWEDEN	H	Kooperativa Förbundet (KF)	3,038,000	45,000		4
M	SWEDEN	H	Riksbbyggen (Co-operative Housing Union)	170,000	15,000	78,750	1
M	SWEDEN	H	HSB:Riksförbund (Union of Housing Co-operatives)	535,316	18,750		3
M	SWITZERLAND	H	Fédération des Coopératives Migros (FCM)	1,100,000	22,500	22,500	3
M	TURKEY	UM	Union of Sugar Beet Growers' Production Co-operative (Pankobirlik)	1,662,244	10,500		3
M	TURKEY	UM	Central Union of Turkish Agricultural Credit Co-operatives	-	4,000	30,500	1
M	TURKEY	UM	National Co-operative Union of Turkey	2,500,000	12,000		3
M	TURKEY	UM	Turkish Co-operative Association	500	4,000		1
M	UKRAINE	LM	Central Union of Consumer Societies of Ukraine (UKOOSPILKA)	910,000	2,813	2,813	3
M	UNITED KINGDOM	H	Co-operative Insurance Society Ltd. (CIS) (*)		-		1
M	UNITED KINGDOM	H	Co-operative Group Ltd. (CWS)	3,940,000	45,000	150,000	4
M	UNITED KINGDOM	H	The Co-operative Bank plc	-	-		1
M	UNITED KINGDOM	H	Co-operatives UK	7,560,000	105,000		5
				Europe Sub-Total	1,508,438		
M	INTERNATIONAL	H	World Council of Credit Unions (WOCCU)		7,000		
				TOTAL	3,978,125	3,200,625	



Voting and Elections

Distribution of Voting Cards and Ballot Papers

Representatives of member organisations will need to pick up voting cards on the 5th of June and a new set on the 6th of June. On the 6th of June, ballot papers for the ICA Board Election will also be distributed.

On Thursday, 5 June, voting cards will be available from the ICA Registration Desk at the *Salone delle Fontane* (meeting venue) as of 09:30 when registration opens. Please note that once voting begins, no further voting cards will be distributed.

On Friday, 6 June, voting cards and ballot papers will be distributed at the ICA Registration Desk at the *Salone delle Fontane* as of 08:00. Again, once voting begins, no further voting cards or ballot papers will be distributed.

Each representative will receive the number of voting cards and ballot papers based on the voting entitlement of each member organisation calculated according to the *ICA Rules, Policies, Procedures and Standing Orders* (excerpt below).

For ballot votes, representatives will be asked to deposit their ballot papers in urns located in the front of the podium in the meeting room.

The President may also decide to hold a vote by a show of voting cards, or by acclamation.



ICA Policies, Procedures and Standing Orders: Excerpt

III. Representation at General Assembly

The basis for calculating the number of representatives to the General Assembly shall be 5,500 Swiss francs of subscriptions, giving a Member the right to appoint one representative with a vote.

Each Member or a group of Members from one country shall be entitled to one additional voting representative for each complete 5,500 Swiss francs of their total subscription, after the first 5,500 Swiss francs of subscription, with a maximum of 25 representatives per country, excluding the President of ICA, as laid down in Article 14 of the Rules.

In countries where there is more than one Member, the number of representatives and votes shall be divided in proportion to their financial contribution to ICA. Any cases of dispute shall be decided by the Board, subject to appeal to the General Assembly.

Member organisations shall have the right to entrust all their votes to one or more representatives from the same country, provided that no representative shall hold more than ten votes.



Board Election

The ICA received one nomination to fill the ICA Board vacancy. The nomination was confirmed by the ICA Election Committee and is submitted to the Assembly for consideration.



Won-Byung Choi **Chairperson of the National Agricultural Co-operative Federation of Korea (NACF)**

Won-Byung Choi was elected as Chairperson of the National Agricultural Co-operative Federation (NACF) of Korea on 27 December 2007. He began his co-operative career in 1972 when he joined the Angang Agricultural Co-operative in his hometown. In 1986 he was elected as the President of this co-operative and served six consecutive terms. He has also served as president of the NACF Rice Processing Complex Business Operation Council.

His contributions to strengthening the Korean agricultural industry and in particular the rice industry were honoured by the Ministry of Agriculture and Forestry in 1987 when he received the Meritorious Achievement Award. In 2000 he was further recognised by the President of Korea and received the Meritorious Achievement Award for outstanding performance in the rice business and further in 2003 when he was awarded the Suktop Industrial Medal.

Mr. Choi has also served as a member and Chairperson of the Gyeongsanbuk-do Provincial Council where he was a leader in local politics.

Born in 1946, Mr. Choi holds degrees in Fisheries Business Administration, a Bachelor of Science, and a Master of Business Administration.



Additional General Assembly Documentation

ICA Extraordinary General Assembly Web Site

www.ica.coop/calendar/ga2008/

All ICA General Assembly documentation is available on the ICA website. Please check the website for updates including the following items:

- Meeting schedule
- French and Spanish language versions of the Restructuring Report
- Logistical information

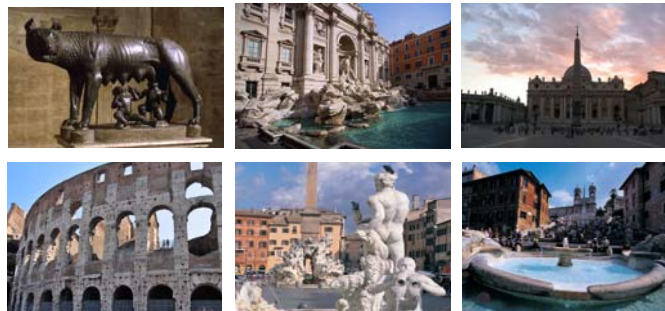
The proposed amendment to the *ICA Rules, Policies, Procedures and Standing Orders* will also shortly sent by post to all registered participants and ICA members. These will also be available from the website. These will be included in a booklet entitled, “*Official Meeting Documentation: Part II*”.

Rome Information

The Rome tourism agency provides useful information on the history of Rome, events and exhibitions as well as practical information on transport and how to visit Rome’s many interesting sites. The most complete information is found in English and Italian, however, general information on Rome is also available in French, Spanish, German, Chinese, Japanese and Russian.

Official Web Site for Visitors to Rome

www.romaturismo.it



Host organisations:



Associazione Generale Cooperative Italiane (AGCI)

Via Angelo Bargoni, 78
00153 Rome, Italy

Website: www.agci.it



Confederazione Cooperative Italiane (CONFCOOPERATIVE)

Borgo Santo Spirito 78
00193 Rome, Italy

Website: www.confecooperative.coop



Lega Nazionale delle Cooperative e Mutuo (LEGACOOP)

Via A. Guattani 9
00161 Rome, Italy

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