

# International Co-operative Alliance **Annual Report**



2004

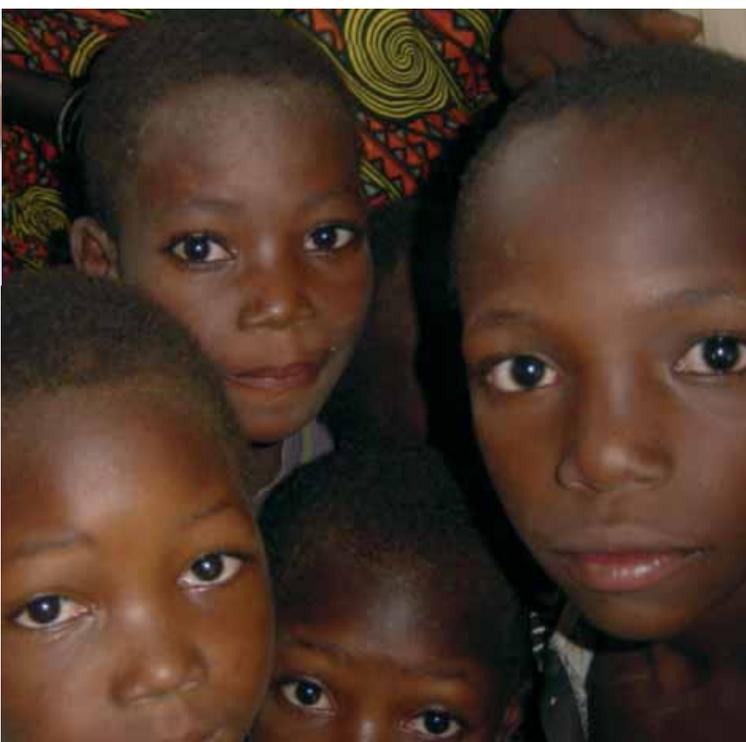
# International Co-operative Alliance Annual Report 2004

## Mission

# Uniting, representing and **serving** co-operatives worldwide

## Objectives

- promote the world co-operative movement, based upon mutual self-help and democracy
- promote and protect co-operative values and principles
- facilitate the development of economic and other mutually beneficial relations between its member organisations
- promote sustainable human development and to further the economic and social progress of people, thereby contributing to international peace and security
- promote equality between men and women in all decision-making and activities within the co-operative movement.



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# Uniting

the international co-operative movement

# Representing

co-operatives for 110 years

# Serving

226 member organisations



The ICA Co-operative Principles unite the international co-operative movement and connect co-operatives world wide through a common set of values and a shared definition. ICA is the voice of the movement, promotes the Co-operative Identity and upholds the democratic governance structures that unite co-operatives across regions, countries, sectors and interests.

One of the oldest and largest non-government organisations in the world, the ICA retains consultative status with a number of multilateral institutions. This allows the ICA to advance the cause of co-operatives with a wide range of international organisations and to ensure that the right policy environment exists to enable co-operatives to grow and prosper.

The ICA also enjoys formal recognition from the EU, the African Union and many other institutions. Through its membership in nearly ninety countries the ICA directly represents co-operatives to national governments, helping its members in their lobbying for new legislation and appropriate administrative procedures that enable the co-operative model to flourish.

The ICA co-operative development programme has been running for over 40 years. It continues to assist and inform existing co-operatives as well as promote the development of new co-operatives throughout the world through its regional offices in Africa, the Americas, Asia-Pacific, and Europe.

The *ICA Review* will have its centenary in 2007 – celebrating a long and proud history of publishing and disseminating information on co-operatives. We continue to improve our online and printed resources throughout the entire ICA network on behalf of members and to attract a wider general audience interested in co-operatives.

Each year the ICA organises an extensive range of international, regional, sectoral and thematic conferences and seminars. The ICA also offers regular education and training opportunities either directly or in association with members and partners. In 2004 the ICA expanded its direct involvement in the area of co-operative trade and business, working with members on fair trade initiatives, co-operative trade fairs and general business facilitation. It also responded directly to urgent requests from members to gather information and assist ICA members in tsunami affected countries.

# Our common co-operative agenda

## Ivano Barberini, ICA President



2004 was a very important year for the ICA; one of progress in the development of the organisation's structure and in its commitment to peace and improving social conditions throughout the world.

One of several important initiatives undertaken includes the signing of a Memorandum of Understanding by the International Labour Organisation (ILO) and the ICA. This historic agreement implements a 'Common Co-operative Agenda' to fight poverty around the world. Africa is to receive top priority in co-operative development programmes and in opportunities to create employment.

The ICA was the only non-government organisation invited to speak at the Extraordinary African Union's Summit of Heads of State. This summit provided an opportunity to highlight the special contribution of co-operatives to the global aim of reducing poverty based on 'self-help'.

Globalisation gives the co-operative movement many opportunities but we need to ensure that the official recognition given to co-operatives by international institutions is translated into consistent policies in favour of the movement. It is essential to convince government and key decision makers that co-operation is the best kind of business enterprise, and that global challenges can no longer be tackled without a proper commitment to peace and social justice.



Regionalisation, a key factor in the development of the ICA, entered a new phase in 2004. The four ICA Regional Assemblies this year allowed members to meet and express new ideas, make future decisions and exercise democratic rights. They also provided opportunities to meet with political leaders and strengthen relationships.

It is clear a number of significant issues still remain to be resolved if the ICA is to be fully effective and achieve all its goals. An efficient decentralised structure is a network organisation bound together by shared values, clear rules and unifying strategic choices. The Governance Working Group, instituted by the Board in 2004, will identify problems and develop innovative and practical solutions. The new multi-annual budget will make an important contribution to planning an efficient, properly resourced and fully democratic programme of activities.

On behalf of the Board, I would like to express my appreciation for the outstanding work conducted by regional and global ICA staff, for their involvement and personal commitment to the co-operative cause.

# A year of consolidation

## Iain Macdonald, ICA Director-General



2004 was a year of consolidation for the ICA. Much time at the Oslo Assembly was devoted to detailing the essential rule changes recommended by the Task Force report. Many of those changes, a key part of our wider decentralisation process, are not only in force internationally but have now been translated into regional rulebooks. Indeed Regional Boards and Executive Committees did not formally exist until this year!

2004 also saw significant collaboration through the Committee for the Promotion and Advancement of Cooperatives (COPAC) with our development partners, particularly those in Canada, Sweden, Norway and the USA. This has led to greater co-ordination and awareness of our international co-operative development work. Our experience in reacting to the tsunami disaster sadly helped in this process. My visit to the stricken areas is one I will remember for the rest of my life but it continues to demonstrate the power of co-operatives working together.

Our Poverty Campaign this year has expanded the ICA's historic link to peace and reconciliation by demonstrating how impossible it is to uncouple peace from justice and the alleviation of poverty. In this, we are working particularly closely with the International Labour Office (ILO).

Our modest resources make life for our regional offices challenging but still the amount of work that they undertake is quite astonishing. Whether it is training seminars in Asia, ministerial conferences in Africa, lobbying in Europe or setting up a sustainable forestry network in South America, the breadth of work is enormous. The ICA focus is now to improve systems and structures in order to raise the profiles of our regions and their work and secure greater support from governments and international organisations.

Next year will see more strategic co-ordination in order to work closely with our sectoral organisations. We need to recognise that, in a global association like ours that seeks to promote co-operative business and enterprise, it is the ICA sectors that most clearly represent those interests. Indeed they are the ICA!

So the ICA will continue to unite, represent and serve our members, and to develop our strategy, our structures and, in particular, our activities in promoting and supporting the international co-operative movement.



# What we achieved in 2004

## International

- The ICA signs a historic **Memorandum of Understanding** with the International Labour Organisation
- The ICA receives a special invitation to participate in the **African Union's Summit of Heads of State**, and makes keynote presentations at several major international and regional conferences
- The ICA celebrates the 82nd **International Co-operative Day** around the theme of Co-operatives for Fair Globalisation
- The President and Director-General visit over 30 countries in 2004 and meet their member organisations
- The ICA holds a series of meetings with leaders of major international organisations, including the World Bank, United Nations, ILO and Food and Agriculture Organisation of the UN
- The ICA membership in COPAC helps strengthen collaboration between co-op development agencies
- The ICA tackles the issue of **International Accounting Standards**
- The ICA Board adopts an **HIV/AIDS strategy**

## Regions

- New **European office** opens in Brussels, Belgium
- The ICA welcomes a **new structure and Director for the African region**
- **Regional Assemblies** are held in Africa, the Americas, Asia Pacific and Europe
- A successful 2004 **Asia Pacific Co-operative Ministers' Conference**
- New **Co-operative Communication on Promotion of Co-operatives** adopted by EU

## Co-operative Development

- The ICA launches a policy review aimed at establishing closer working relationships with key member and partner organisations
- In partnership with the ILO the ICA launches the **Co-operating Out of Poverty** campaign



## Governance

- A **Youth representative** is invited to join the ICA Board and the Youth Network strengthened
- **Taskforce recommendations**, including the adoption by regional governing bodies of new rules, take effect
- The ICA focuses on **sectoral organisations**
- New criteria for **global redistribution of membership income** to regions agreed
- A **Membership Working Group** to examine possible changes to subscription criteria is set up
- The **Accounting Working Group** produce the **Financial Control Handbook** for use throughout the ICA
- A new **Governance Working Party** is formed

## Communications

- The ICA relaunches its **Global Communications Committee**
- The ICA introduces the **Digest**
- The ICA begins a **major website development** and outlines new communication initiatives for 2005

## Financial

- ICA operates within approved budget in three out of four regions and head office outperform their budget
- Funds and reserves continue to increase with 1.2 million Swiss Francs allocated to the global reserve
- Redistribution to regions continued to increase to 30%-70% region-head office



# Statement on Co-operative Identity

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

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

## 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.

# Uniting on principle

One fundamental purpose of the ICA is to interpret and update the co-operative principles. It did this in 1937, again in 1966 and most recently in 1995. The 1995 ICA Co-operative Identity Statement, including the ICA Co-operative Principles (opposite) are the the most widely known and referenced definition of co-operative principles included or referred to in co-operative legislation in many countries. The *ILO Recommendation 193* on the promotion of co-operatives includes the definition. The United Nations *Guidelines on Co-operative Legislation* also make detailed reference to the ICA principles. They provide a definitive reference point or standard in ICA's negotiations on the International Accounting Standards or in the development of co-operative legislation.

## International Co-operative Day celebrations

The ICA's International Co-operative Day and the United Nations' International Day of Co-operatives are celebrated every year on the first Saturday of July. The aim of the day is to increase awareness of co-operatives and promote the movement's successes and ideals of international solidarity, economic efficiency, equality, and world peace. It also aims to strengthen and extend partnerships between the international co-operative movement and other actors, including governments.

The 3rd of July 2004 was the 82nd ICA International Co-operative Day and the 10th United Nations International Day of Co-operatives. Messages from both the ICA and United Nations were translated into many languages and widely disseminated to co-operators, media, and government.

The theme for 2004 was *Co-operatives for Fair Globalisation: Creating Opportunities for All*. This theme was linked to the report of the *World Commission on the Social Dimension of Globalisation* and its acknowledgement of the critically important role co-operatives can play in shaping the evolution of globalisation.

" Governments and international organisations should ensure that co-operatives and smaller business entities enjoy a level playing field in the economic and political environments. Policies and laws that are conducive and supportive to the growth and adaptation of cooperatives are therefore vital "

Kofi Annan  
UN Secretary-General



# Uniting in action

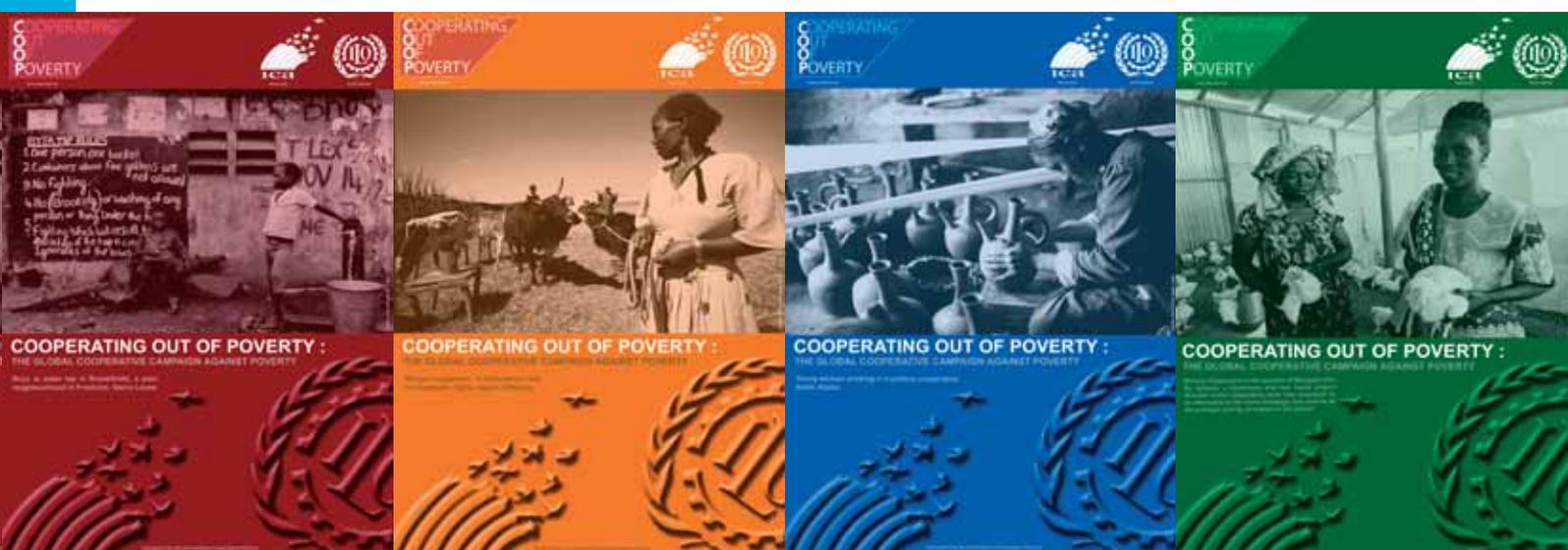
## Co-operating Out of Poverty

The ICA's new *Co-operating Out of Poverty* (COOP) campaign puts co-operative values and principles into action. The ICA and the International Labour Office (ILO) launched the Global Co-operative Campaign against Poverty in order to harness the full potential of the co-operative movement to achieve the Millennium Development Goal of reducing poverty by half by 2015.

Collective solidarity is regarded as one of the most successful strategies for addressing the causes of poverty, and co-operatives are essential partners in the global efforts to achieve a widely shared social and economic development. They provide a very effective institutional framework with a blend of collective solidarity, viable economic activities and social mobilisation. In other words, co-operatives provide the economic and social space for the poor to participate in the process of uplifting their own social and economic conditions. The campaign, therefore, aims to strengthen the capacity of co-operatives to make a significant contribution to poverty reduction by enabling people to co-operate out of poverty.

The Common Co-operative Agenda for ICA/ILO joint action 'Promoting decent work and reducing poverty in rural areas through co-operatives' outlines the background, objectives and implementation guidelines of this campaign.

All members are invited to use the logo and posters and link to the *Co-operating Out of Poverty* website [www.ica.coop/outofpoverty](http://www.ica.coop/outofpoverty)



# Uniting through democracy

ICA's global and regional democratic governance structures and activities unite co-operatives across regions, countries, sectors and interests. It is a unique international network connecting some of the world's largest businesses to some of its smallest. It constitutes a rich web of interconnecting organisations and individuals committed to developing and promoting co-operative enterprise in whatever form.

## The Board

The ICA Board is charged with the responsibility of conducting the affairs of the ICA between its bi-annual General Assemblies. Its tasks include developing and monitoring a global strategy for the ICA. It also decides on all membership applications and related issues, approves and monitors the overall ICA budget, establishes sectoral and thematic committees of the ICA, and appoints the Director-General. The Board is chaired by ICA President, Ivano Barberini.

The Board met three times during 2004. The meetings were hosted by national members in Beijing in April, Warsaw in September and Nairobi in December. The Nairobi meeting was only the second time the ICA Board has met in Africa.



Among the more important decisions and activities of the Board during 2004 were:

- Ongoing implementation of ICA Taskforce's recommendations on governance and regionalisation
- Introduction of a three-year budget and planning process
- Detailed analysis of membership issues
- Approval of a new regional structure for ICA Africa
- Approval of new regional arrangements in Europe
- Approval of a new ICA Financial Control Handbook
- Adoption of an ICA Strategy for Co-operatives Fighting HIV/AIDS
- Support for the ICA's Youth Network and youth participation on the Board
- Agreement to establish a working group on international accounting standards.

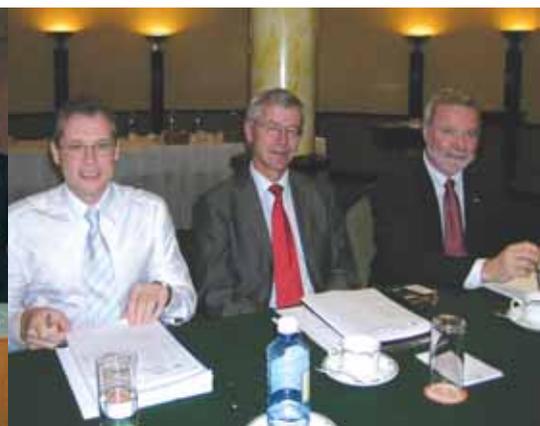
# Uniting through co-operative governance

The 2003 ICA General Assembly in Oslo approved the recommendations of a specially established internal Taskforce. Regionalisation, membership and governance were the main issues identified by the Taskforce. These issues have largely driven the strategic direction of the ICA during 2004.

The introduction during 2004 of three-year budgeting is an important governance advance. It helps provide a clear and more accountable financial framework for the ICA and enables the global Board to better carry out its key monitoring role.

During 2004 a real start has been made on improving corporate governance in the ICA. The ICA's Accounting Working Group has produced an internal *Financial Control Handbook*. This has been approved by the Board for use throughout the ICA's global and regional network.

Another area of governance addressed during the year concerned improving co-ordination between the ICA and its sectoral organisations. In addition, a new Governance Working Group, chaired by Board member, Gun-Britt Mårtensson has been established to further develop the key findings of the Taskforce. It is expected that the Working Group will present a detailed interim report to the 2005 General Assembly in Cartagena, Colombia.



# Uniting through sectors

The ICA has nine sectoral organisations:

- International Co-operative Agricultural Organisation (**ICAO**)
- International Co-operative Banking Association (**ICBA**)
- Consumer Co-operative International (**CCI**)
- International Co-operative Fisheries Organisation (**ICFO**)
- International Health Co-operative Organisation (**IHCO**)
- International Co-operative Housing Organisation (**ICA Housing**)
- International Co-operative and Mutual Insurance Federation (**ICMIF**)
- International Organisation of Industrial, Artisanal and Service Producers' Co-operatives (**CICOPA**)
- International Association of Tourism Co-operatives. (**TICA**)



Each organisation is democratically governed and financed by its member organisations. Sectoral organisations have also been established at regional level.

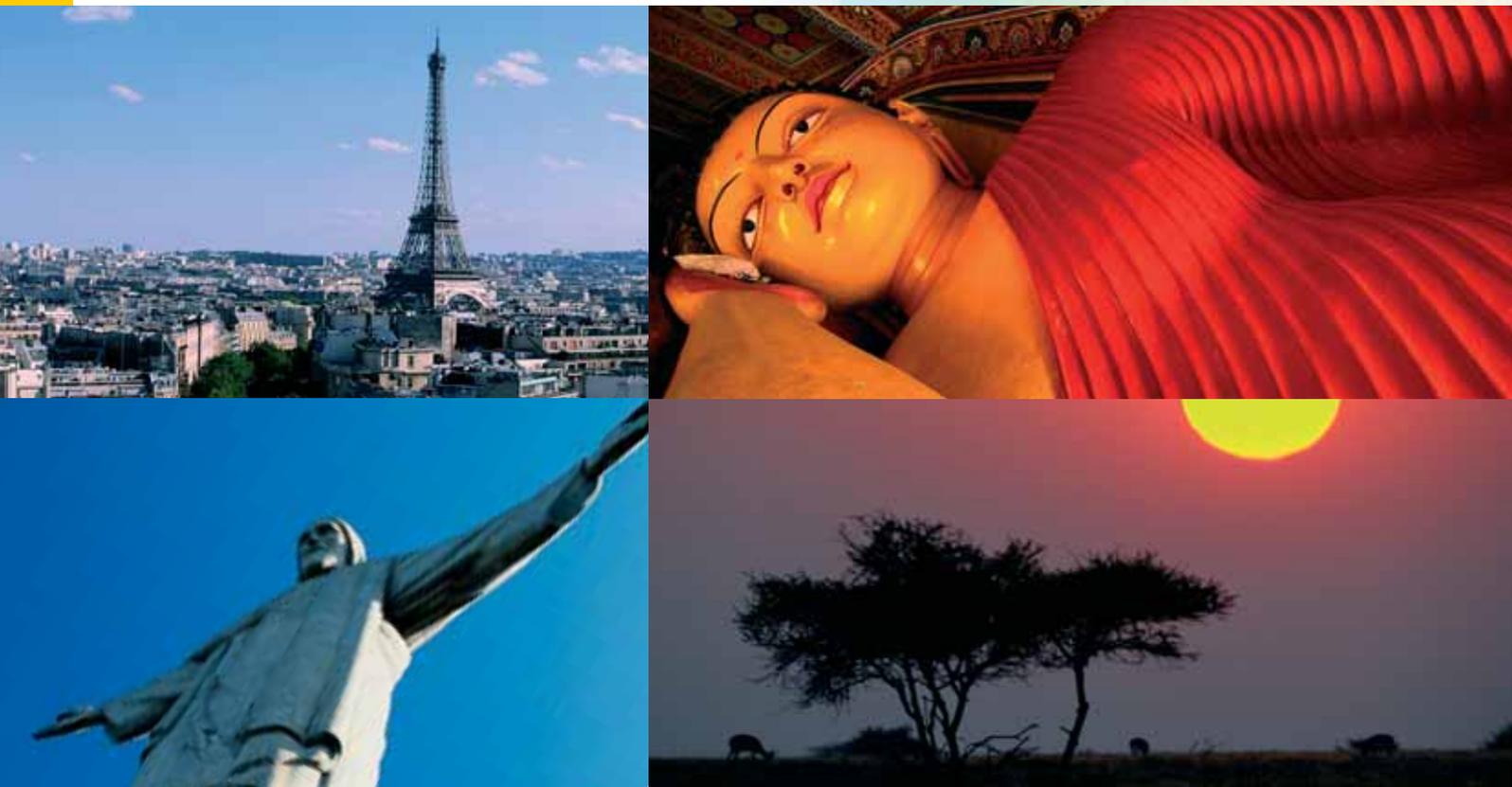
The Taskforce highlighted the key role of sectoral organisations in the ICA who met formally with the ICA Board in December in Nairobi. This formal consultation process complemented the annual meeting of sectoral organisation representatives with senior ICA staff.



# Uniting through regions

The ICA has four regions, each with a regional office designed to serve members in that area. The ICA also maintains a number of 'project' offices established to implement specific activities funded from development partner and member contributions.

Each ICA region has its own regional 'board' composed of a President, Vice President and other members elected by the respective Regional Assembly for a four-year term. All four regions also held Regional Assemblies and associated forums during 2004. Most of the Regional Assemblies elected relevant regional and global representatives and passed rule changes to bring them into line with the changes made to the ICA Rules and Standing Orders passed at the 2003 General Assembly.



The broad range of themes highlighted from each of the Regional Assemblies reflects the scope and diversity of the global co-operative movement. This snapshot is not comprehensive, since most regions report more fully to their members, but it serves to underline the important unifying role of the ICA in bringing together and promoting to a wider audience the full plurality of regional priorities and approaches.

### Africa

ICA Africa held its 6th Regional Assembly in Praia, Cape Verde in October. Delegates to this assembly endorsed the new arrangement for the African region. A series of other events were organised to coincide with the Regional Assembly including a workshop on the *Role of Co-operatives in Designing and Implementing Poverty Reduction Strategies*.

### Americas

ICA Americas held their Regional Assembly and related conference in Buenos Aires, Argentina in November on the theme of *Economic Integration, Social Wealth and Employment*.

More than 640 delegates to the Americas Regional Assembly endorsed a new strategic plan for the region. Other events held in association with the Regional Assembly and conference included a meeting of Latin American parliamentarians, a meeting of women from the Americas region, a youth conference, several regional sectoral organisations meetings and a meeting of the network of universities involved in co-operative research.

### Asia Pacific

ICA Asia-Pacific held its Regional Assembly in Chiangmai, Thailand in December on the theme of *Re-engineering Co-operatives in the Globalised Economy*.

This event was organised in association with a wide range of other ICA events, including a Co-operative Forum and meetings of Asia-Pacific Banking Association, the Asia Pacific Research and HRD Committee, Asia Pacific Health Organisation, ICA Consumers Sub-Committee of University and College Co-operatives, along with the Asia Pacific Women's Conference. Over 160 delegates attended from more than 26 countries in the region.

### Europe

ICA Europe held their Regional Assembly in Warsaw, Poland in September under the theme of *Building a Co-operative Europe – Thriving in a competitive economy*. A series of regional and international sectoral and thematic meetings were held in Warsaw to coincide with the Regional Assembly and global Board meeting. The European delegates to the Assembly endorsed the strategy of a joint platform of activities for ICA Europe with the Co-ordinating Committee of European Co-operative Associations. The platform is known as *Co-operatives Europe* and is designed to increase the visibility of co-operatives to the European Union and beyond.

# Representing

## 800 million

The ICA holds general category consultative status with the UN Economic and Social Commission (ECOSOC) enabling it to participate in meetings of the UN, make oral statements and distribute printed materials. Using its status, the ICA participates in a wide variety of United Nations agencies, commissions and major UN conferences.

The most significant formal agreement signed in 2004; one that will considerably strengthen the ICA's capacity to advance the co-operative movement in the 21st century was;

### **Memorandum of Understanding with the International Labour Organisation**

The ILO and the ICA have a long association that dates back to the foundation of the ILO in 1919. The first Director-General of the ILO, Albert Thomas, came from the co-operative movement and served on the ICA Board in the 1920s.

Mindful of their history Ivano Barberini, President of the ICA, and Juan Somavia, Director-General of the ILO, signed the MoU in February 2004. Its objective is to implement a 'common co-operative agenda' aimed at reducing poverty and creating decent jobs. The MoU creates a formal framework between the two organisations that will enhance efforts to develop joint programmes and projects for promoting co-operatives worldwide.

The new partnership will also seek to address the UN Millennium Development Goals (MDGs). There is increasing acknowledgement of the role co-operatives can play in poverty reduction. The global trade union movement (ICFTU) has forged a partnership to organise informal economy workers. Co-operatives play a key role in 37 out of 42 national poverty reduction strategies (PRSP). Over 30 governments have used the ILO Recommendation 193 to improve national policy and legislation for co-operatives.

Concrete results that flowed from the MOU during 2004:

- The setting up of the joint ICA/ILO Poverty Campaign
- ILO/ICA Joint meeting of co-operative development agencies in Washington, USA
- ILO/ICA meeting on the promotion of *Recommendation 193* in the ten accession countries, Budapest, Hungary
- ILO/ICA meeting on the promotion of *Recommendation 193* in the Balkan countries, Ankara, Turkey
- ICA/ILO Forum of African Co-operatives held in conjunction with the Summit of the African Union
- ICA participation in ILO tripartite meeting on youth employment in Geneva, Switzerland
- Approval to expand SYNDICOOP (informal economy project) in East and Southern Africa – this is a joint ILO/ICA/ICFTU project.

# Representing at the UN

## UNAIDS

2004 saw closer collaboration with a range of United Nations agencies. The United Nations Secretary-General, Kofi Annan acknowledged the contribution of co-operatives in leading the global fight against HIV/AIDS.

ICA Deputy Director-General, Maria Elena Chávez Hertig joined other international NGOs at a World Health Organisation forum in Geneva on 19 May 2004 to outline the HIV/AIDS strategy adopted by the ICA Board. Discussions were also held with UN/AIDS on the implementation of the ICA's strategy.

During the year ICA's Asia Pacific region held a workshop on HIV/AIDS awareness in conjunction with UNAIDS India and the Co-operative Union of India. ICA's African Regional Office has also been carrying out surveys on the effect of HIV/AIDS on co-operative members in Kenya, as well as running education programmes with the ILO, Swedish Co-operative Centre and the Canadian Co-operative Association.

## Food and Agriculture Organisation of the United Nations

In May the ICA President, Director-General and Deputy DG met with Jacques Diouf, the Director-General of the FAO to express concern about diminishing resources allocated to co-operative development programmes. A commitment was made to retain co-operative expertise within FAO through the seconding of a co-operative official.

## The Committee for the Promotion and Advancement of Cooperatives

COPAC is unique in the international arena. Founded in 1971 its 2004 membership includes the ICA, FAO, the UN, the International Federation of Agricultural Producers (IFAP) and ILO. COPAC seeks to embed co-operatives within the international development agenda, to strengthen co-ordination among COPAC members and to advance co-operative policy and legislation. COPAC is also responsible for selecting the theme for International Co-operatives Day. The ICA's Deputy-General, Maria Elena Chavez Hertig is COPAC's co-ordinator.

COPAC met in Washington, USA in May 2004. A COPAC Open Forum was also held on the subject of Co-operatives and the Millennium Development Goals where co-operative leaders of multilateral organisations participated.

# Representing your interests

2004 saw the ICA continue its key relationship-building programme with international organisations that support co-operatives, including the World Bank, International Raiffeisen Union, Freedom from Hunger and the International Confederation of Free Trade Unions.

The ICA President and Director-General travelled to over 30 countries to meet Heads of State and government ministers and made keynote presentations at international conferences, including the World Social Forum, the International Social Tourism Congress, the World Farmer Congress and to members of the Russian Senate.

## International Accounting Standards

A key issue in 2004 for the ICA and its members, the International Accounting Standards Board changed their ruling on classification of co-operative shares without consultation with the movement. Through effective lobbying a satisfactory compromise seems to have been reached. However a standing ICA working group has been set up to monitor the situation.

## Talking to Government

### AFRICA

An invitation was extended to the ICA President to address the Extraordinary Heads of State meeting in Ouagadougou, Burkina Faso in September. The final communiqué for this summit acknowledged the important role co-operatives can play in employment creation and poverty reduction. This will help the ICA build on its developing relationship with the African Union and the work of the African Commission in the UK.

### AMERICAS

A second meeting of Latin American Parliamentarians was held during 2004 and a meeting of the inter-regional EU–Latin American–Caribbean Civil Society organisations in Mexico. This is an important forum for the regional ICA and a number of ICA's sectoral organisations.

### ASIA

ICA Asia-Pacific held the 7th Asia-Pacific Co-operative Minister's Conference. This conference regularly brings together co-operative ministers from many countries in the region and provides a forum for them to discuss issues of concern with co-operative representatives. This conference series has been instrumental in helping to build direction and momentum for co-operative legislative change in the region.

### EUROPE

In Europe the EU adopted a *Communication on the Promotion of Co-operative Societies*. The ICA President, Ivano Barberini met with the President of the European Commission to discuss the issue of proposed changes to international accounting standards.

# Serving through communications

The Taskforce Report identified the need to improve communications in the ICA. Since the 2003 Oslo General Assembly a communications manager has been appointed; a new and popular newsletter *ICA Digest* launched; work commenced on redesigning the new ICA website; new members have been elected to a reformed global Communications Committee; work has started on a communications strategy, plus a review was undertaken of existing communications programmes and priorities.

A truly global organisation, the ICA spans many cultures, languages and traditions. Consequently there is a pressing need to have our communications material in as many languages as possible. An issue of the *ICA Review of International Co-operation*, now in its 98th year was printed and distributed. This issue, which had a special focus on co-operative research, was also translated into Spanish. During 2004, 32 issues of the *ICA Digest* were produced with a commitment to make it available in as many languages as possible. It is regularly published in English, Spanish, Portuguese, Russian, Italian and French. A number of ICA members have helped in the production of these various language editions of the *Digest* and we would like to thank them for this commitment of time and resources. Special material on International Co-operatives Day was also produced in an even wider range of languages by members.

The communications activities undertaken at an international level during 2004 provided a platform for further developments in 2005. The new ICA website will be launched in the middle of 2005. This is the first stage of a strategy designed to significantly improve our online web services. We will be working towards more co-ordination of online platforms and activities across our whole global, regional and sectoral network. ICA will also be undertaking a review of our corporate image and profile during 2005 to ensure that the ICA brand is being marketed in as effective and consistent a manner as possible. The 2004 *Annual Report* is the start of the process of developing a new look for the ICA relevant to our members in the 21st century.



# Serving by profiling

## Global 300

While most of our communication strategy in 2004 was focused towards serving our members, the target in 2005 and beyond will be to spread the co-operative message more widely. Co-operatives need to be more visible. A number of communications projects commenced in 2004 that are designed to improve the visibility of the ICA and of the co-operative movement in general.

In this regard the **Global 300** project is of interest. No one accurately knows the combined size and net worth of the largest co-operatives and mutual businesses in the world. The ICA is currently identifying a list of the world's largest 300 co-operatives by turnover. Preliminary estimates suggest that these represent a very significant global presence. The aggregate turnover is far higher than anticipated and co-operatives from the **Global 300** group are leaders in many market segments and countries. Over 26 countries are represented on the global 300 lists we have compiled to date.

This information is rarely reported on and remains invisible to the mainstream media, governments and the wider community. If you read the main business press, co-operatives appear to have no significant role in a globalised and competitive economy. However, many of the **Global 300** have been growing and competing for over 50 years, and are among the oldest and most established businesses in the world. Though their combined turnover will be significant, they nevertheless represent the tip of the iceberg of global co-operative enterprise. The project aims to quantify their contribution to the global economy and to design a robust methodology to measure co-operative success as the cornerstone of a wider communication strategy to promote co-operatives.



# Serving by informing

The ICA has been a source of information on the global co-operative movement for over a century. During 2004 it appointed its first global Director of Knowledge Management. The ICA Head Office in Geneva maintains a library collection on co-operatives. An even more extensive collection is housed and maintained at the regional office for Asia Pacific in New Delhi. Complementing these printed archives are the expanding online collections of co-operative resources. The ICA's new website will contain new material on the ICA itself and its various constituencies.

During 2004 real progress was also made towards developing a collaborative online portal with access to a full range of co-operative resources, particularly education, training and research materials. The **Co-operative Learning Centre**, an initiative of the ICA's Human Resources Development Committee (HRD), was established in 2004 in partnership with the British Columbia Institute for Co-operative Studies (BCICS), after initial work by the Co-operative College UK and support of the ILO. The new site will be launched by the BCICS in 2005.

The HRD Committee is one of four ICA thematic committees. Remaining committees are the Communications Committee, the Committee on Co-operative Research and the Gender Equality Committee. The latter made significant progress this year when the Board adopted their proposed strategy for Co-operatives Fighting HIV/AIDS.

The ICA's Communications Committee was relaunched in 2004 to start work on developing the global communications strategy for the ICA. It also convened a communications forum in Warsaw to coincide with the ICA Board meeting. The Research Committee held an international co-operative research conference in Valencia.

## Dotcoop

Dotcoop consolidated well during 2004 and is now growing steadily. During the year we confirmed the following members as representatives of the ICA on the Board of Dotcoop: Pauline Green, Co-ops UK, Jean-Claude Detilleux, GNC, France, and Tan Kin Lian, NTUC Income, Singapore. The registration function was taken over from Poptel by Oxford, Swindon and Gloucester Co-operative Society, bringing the function back into the co-operative movement. A business plan has been produced and ICA is playing a key role in facilitating registration. In this IT age this is without doubt the best way for co-operative businesses to promote their co-operative credentials and we encourage all members to take full advantage of it.



# Serving our members

## Education and training

Education is one of the ICA's seven co-operative principles. The ICA has been running education and training programmes for over half a century in partnership with its members. During 2004 a number of long running programmes were continued, including; the 18th ICA-Japan agricultural training course held in India; the 4th trainers training programme for leadership development of women in co-operatives held in Iran; the 4th ICA Asia Pacific regional workshop on management of consumer co-operatives held in Singapore; the 4th training course for strengthening women's agricultural co-ops in rural areas held in Malaysia and Japan; the ICA Americas helped; developed an international programme for a degree in Business Administration.

ICA Africa held two regional workshops on agricultural marketing – one in May at the Co-operative College in Moshi, the second in November at the Co-operative College of Kenya. In Europe the Co-operative College UK worked closely with the six African Co-operative Colleges on joint training programmes. At the Co-operative University in Russia, ICA President Ivano Barberini received an honorary professorship.

## Conferences

One of the key member benefits of the ICA is access to regular series of global, regional and special interest conferences and seminars. During 2004 over 20 major international, regional or national level conferences were held in which the ICA was the principal or joint organiser. Many of these conferences are mentioned separately in this report. The ICA assisted in the dissemination of proceedings and papers from many of these conferences throughout the wider ICA network.

## Membership

A full list of ICA members as at 31 December 2004 is listed at the back of this report. Membership was another issue highlighted by the Taskforce Report. In 2004 the ICA Board established an internal membership group to undertake a thorough membership analysis and to address the issue of the criteria of membership subscriptions.



# Serving where there is need

## Responding to natural disasters

On 26 December 2003 an earthquake struck Bam, Iran. In February 2004 the ICA issued an appeal asking all its members to assist affected Iranian co-operatives. A number of members, particularly the Japanese co-operative movement, responded by launching appeals for the earthquake victims.

On 26 December 2004, an earthquake and tsunami affected many countries in Asia and Africa. It was one of the world's worst natural disasters. ICA responded very quickly. By 30 December it had established a global appeal and appointed a global tsunami co-ordinator.

It also appointed a special regional tsunami co-ordinator. Working with its Asia Pacific Regional Office and other major international co-operative development partners and members the ICA undertook visits to the affected countries. These visits gave an appreciation of local needs and priorities. We also widely disseminated the latest information on the needs of the affected co-operatives in Indonesia, Sri Lanka, India and Thailand throughout ICA's international network using special issues of the ICA Digest.

The ICA has also been active in co-ordinating and connecting co-operative development agencies with the co-operative movement in the affected countries.

The ICA's activities in this area will be more extensively reported in our 2005 Annual Report.



# Serving through development

During 2004, we continued implementing the recommendations of the Strategic Study of ICA's Development Programme that was submitted to the ICA Board in 2003. The Study proposed a number of follow up actions, the most important of which was the revision of the development policy which will provide a framework for ICA's co-operative development priorities and global and regional development strategies and plans for the next four years.

The ICA's new strategy will have as one of its objectives the creation of an enabling environment for co-operative development. It will also add value to the work that our partners and members are doing. The strategic study also initiated a process aimed at instigating new and consolidating current partner contacts. A third Joint Meeting of Agencies was held in Washington. This initiative has now become institutionalised under the auspices of COPAC. Representation on the Steering Group (which is charged with giving strategic direction to the Strategic Grant Agreement with DfID and the UK co-operative movement) gives the ICA an opportunity to contribute to the establishment of a firm base for a broader UK participation in co-operative development work. The ICA also facilitated the launch of the UK movement's twinning programme in Africa.

ICA's offices in the regions continued their service delivery to members based on regional strategies formulated in collaboration with and approved by members. In September 2004, the ICA and the ILO Co-operative Branch organised an African Co-operative Forum to develop a position paper that fed into the Extraordinary Summit of African Heads of State and Government on Employment and Poverty Alleviation. In Asia/Pacific, the Regional Office has undertaken practical interventions aimed at strengthening and promoting agricultural co-operatives in Cambodia, Laos and Vietnam. In the Americas, the Network of Sustainable Forest Development aims at helping to improve the living conditions of populations that are directly or indirectly connected with the forest. Advocacy and lobbying are other priority areas.



# International Co-operative Alliance

## Financial Statements



for the year ended 31.12.2004

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# Independent auditors' report

29 April 2005, Geneva

## To the Members of the International Co-operative Alliance, Geneva, Switzerland

We have audited the accompanying balance sheet of International Co-operative Alliance as of 31 December 2004, and the related statements of income and expenses, cash flows and changes in funds and reserves for the year then ended (pages 25 to 41). These financial statements are the responsibility of the management of the International Co-operative Alliance. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statements presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements present fairly, in all material respects, the financial position of International Co-operative Alliance as of December 31, 2004 and the results of its operations and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Ernst & Young Ltd



Mark Hawkins  
UK Chartered Accountant  
(auditor in charge)



Geneviève Lemaire  
Canadian Chartered Accountant

Enclosures:

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

# Balance sheet

## as at 31.12.2004

	Notes	31.12.2004 CHF	31.12.2003 CHF
<b>Assets</b>			
Current assets			
Cash and cash equivalents	3	2'705'025	2'569'215
Accounts receivable and advances		237'537	57'903
Prepaid expenses and other assets	4	55'342	96'332
<b>Total current assets</b>		<b>2'997'904</b>	<b>2'723'450</b>
Non current assets			
Property, plant and equipment, net	5	71'324	27'825
Intangible assets, net	6	450	33'239
Deposits and guarantees	7	34'315	27'027
<b>Total non current assets</b>		<b>106'089</b>	<b>88'091</b>
<b>Total assets</b>		<b>3'103'993</b>	<b>2'811'541</b>
<b>Liabilities, Funds and Reserves</b>			
Liabilities			
Membership organisation creditors		278'005	271'092
Accounts payable and accruals		445'933	404'957
Deferred development support		804'805	719'618
Deferred membership fees		49'019	69'109
<b>Total liabilities</b>		<b>1'577'762</b>	<b>1'464'776</b>
Funds and reserves			
Accumulated surplus		304'279	489'230
Global reserve		800'000	—
Special fund	9	140'000	315'000
Cumulative exchange difference		(67'342)	(72'514)
Net surplus for the year after allocation		349'294	615'049
<b>Total funds and reserves</b>		<b>1'526'231</b>	<b>1'346'765</b>
<b>Total liabilities, funds and reserves</b>		<b>3'103'993</b>	<b>2'811'541</b>

# Statement of income and expenses for the year ended 31.12.2004

	Notes	31.12.2004 CHF	31.12.2003 CHF
<b>Income</b>			
Subscriptions		2'801'210	2'892'537
Meeting revenues		334'034	625'832
Administrative contributions		205'080	240'496
Expense cover		88'507	108'866
Financial income		6'854	7'852
Special financial contributions	8	5'000	108'735
Other income		292'727	211'595
<b>Total Income</b>		<b>3'733'412</b>	<b>4'195'913</b>
<b>Expenses</b>			
Personnel expenses		(2'069'929)	(1'907'352)
Travel expenses		(303'985)	(233'936)
Premises & general office expenses		(319'710)	(376'466)
IT & telecom		(214'508)	(183'809)
External services		(254'495)	(223'763)
Meeting expenses		(270'844)	(207'002)
Financial expenses		(9'363)	(8'497)
Depreciation & amortization		(57'747)	(50'912)
Currency losses		(2'808)	(46'478)
Other expenses		(55'850)	(27'832)
<b>Total Expenses</b>		<b>(3'559'239)</b>	<b>(3'266'047)</b>
<b>Surplus from operations</b>		<b>174'173</b>	<b>929'866</b>
<b>Development activity</b>			
Development funds		1'382'920	1'505'989
Projects support		(1'382'799)	(1'505'806)
<b>Result from development activity</b>		<b>121</b>	<b>183</b>
<b>Net surplus for the year, before allocation</b>		<b>174'294</b>	<b>930'049</b>
Utilisation from (allocation to) special fund	9	175'000	(315'000)
<b>Net surplus for the year, after allocation</b>		<b>349'294</b>	<b>615'049</b>

# Statement of changes in funds and reserves for the year ended 31.12.2004

	Accumulated surplus/(deficit)	Global Reserve	Special Fund
	CHF	CHF	CHF
Balances at 1 Jan 2003	(764'214)	—	—
Reversal previous year net surplus	1'253'444	—	—
Operating income for year	—	—	—
Cumulative exchange difference	—	—	—
Allocation to special fund	—	—	315'000
Balances at 31Dec 2003	489'230	—	315'000
Balances at 1 Jan 2004	489'230	—	315'000
Reversal previous year net surplus	615'049	—	—
Allocation to global reserve	(800'000)	800'000	—
Operating income for year	—	—	—
Cumulative exchange difference	—	—	—
Allocation to (use of) special fund	—	—	(175'000)
Balances at 31 Dec 2004	304'279	800'000	140'000

Cumulative exchange difference	Net surplus for the year allocation	Total Funds and Reserves
CHF	CHF	CHF
(73'480)	1'253'444	415'750
—	(1'253'444)	—
—	930'049	930'049
966	—	966
—	(315'000)	—
(72'514)	615'049	1'346'765
(72'514)	615'049	1'346'765
—	(615'049)	—
—	—	—
—	174'294	174'294
5'172	—	5'172
—	175'000	—
(67'342)	349'294	1'526'231

# Statement of cash flows

## for the year ended 31.12.2004

	2004	2003
	CHF	CHF
<b>Cash flows from operating activities</b>		
Net surplus for the year before special contribution	174'294	930'049
Depreciation and amortization	57'747	50'912
Unrealized foreign exchange loss	5'171	967
<b>Operating surplus before working capital changes</b>	<b>237'212</b>	<b>981'928</b>
(Increase)/decrease in accounts receivable	(179'634)	279'822
Decrease in prepaid expenses and other assets	40'990	121'150
Increase in deposits and guarantees	(7'288)	(717)
Increase/(decrease) in membership organisation creditors	6'913	(118'910)
Increase/(decrease) in accounts payable and accruals	40'977	(99'655)
Increase/(decrease) in deferred development support	85'187	(18'817)
Decrease in deferred membership fees	(20'090)	(213'635)
<b>Net cash generated from operating activities</b>	<b>204'267</b>	<b>931'166</b>
<b>Cash flows from investing activities</b>		
Additions of property, plant and equipment	(68'457)	(24'227)
<b>Net cash used in investing activities</b>	<b>(68'457)</b>	<b>(24'227)</b>
<b>Net increase in cash and cash equivalents</b>	<b>135'810</b>	<b>906'939</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>2'569'215</b>	<b>1'662'276</b>
<b>Cash and cash equivalents at end of year</b>	<b>2'705'025</b>	<b>2'569'215</b>
<b>Supplemental information</b>		
Interest paid	2'543	2'059
Interest received	6'854	7'852

# Notes to the financial statements

## 31.12.2004

### 1 Status and objectives

The International Co-operative Alliance ("the ICA") is an independent, non-governmental organisation, which unites, represents and serves co-operatives worldwide. In 1946, the ICA was one of the first non-governmental organisations to be accorded United Nations Consultative Status. Today it holds general category Consultative Status with the UN Economic and Social Council (ECOSOC).

The ICA is composed of one Head Office and four Regional Offices ("branches"):

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

#### Regional Offices

Europe	Grand-Saconnex, Switzerland
Asia and the Pacific	New Delhi, India
Africa	Nairobi, Kenya
The Americas	San Jose, Costa Rica

The ICA is organised as an association, corporate body regulated by Articles 60-79 of the Swiss Civil Code. As of December 31, 2004, the ICA employed 27 staff (2003: 25 staff), from which 8 staff (2003: 8 staff) are employed by the Head Office. The ICA has the following objectives:

- (a) to promote the world co-operative movement, based upon mutual self-help and democracy;
- (b) to promote and protect co-operative values and principles;
- (c) to facilitate the development of economic and other mutually beneficial relations between its member organisations;
- (d) to promote sustainable human development and to further the economic and social progress of people, thereby contributing to international peace and security;
- (e) to promote equality between men and women in all decision-making and activities within the co-operative movement.

The President of the ICA and the Director General authorized these financial statements for issuance on April 29, 2005

# Notes to the financial statements

## 31.12.2004

### 2 Summary of significant accounting policies

The accounting policies have been consistently applied by the ICA and are consistent with those used in the previous year. Prior year foreign exchange gain and loss, special financial contributions in cash flows statement, provisions and cumulative exchange difference continuity have been reclassified in order to comply with the current year financial statements presentation.

#### a. Accounting convention

These financial statements have been prepared under the historical cost convention in Swiss Francs. The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board ("IASB") and effective as of January 1, 2004 and interpretations issued by the International Financial Reporting Interpretations Committee of the IASB.

#### b. Fund and reserve accounting

To ensure observance of limitations and restrictions placed on the use of resources available to the ICA, the accounts of the ICA are maintained in accordance with the principles of fund accounting. This is the procedure by which funds received for various purposes are deferred for accounting and reporting purposes as deferred development support and charged to the income and expenses development accounts over the life of the underlying project.

#### c. Foreign currency translation

The accounting records of ICA are maintained in Swiss Francs (CHF). All transactions in foreign currencies are translated into Swiss Francs at the rate prevailing at the date of the transaction. Monetary assets and liabilities in other currencies remaining at the balance sheet date are translated at the appropriate year end rate. Any differences arising on the year-end translation are recognised in the statement of revenues and expenses.

The assets and liabilities of Regional Offices are translated at the rate of exchange ruling at the balance sheet date. The statement of revenues and expenses of Regional Offices are translated at weighted average exchange rates for the year. The exchange differences arising on the year-end translation are taken directly to funds and reserves.

#### d. Revenue recognition

In common with many non-profit making organisations, the ICA follows the cash receipts method for the recognition of members' subscriptions and supplementary revenues. Financial incomes are recorded on an accrual basis. Other income including revenues from publications and services are recorded as publications are delivered and when services are provided. All expenses are accounted for on an accrual basis.

Receipts of funds donated for specific purposes are not reported as revenues until the resources are expensed for the purpose specified. Until then, they are reported as deferred development support.

e. **Property, plant and equipment**

Property, plant and equipment acquired by the ICA are capitalised at cost and depreciated according to the straight-line method over the estimated useful life of the asset as follows:

Office equipment and furniture	3 to 4 years
Motor vehicles	3 years

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

f. **Intangible assets**

Intangible assets are stated at cost and amortized using the straight-line method over the estimated period during which benefits are expected to be received as follows:

Computer systems	3 to 4 years
------------------	--------------

The carrying amounts are reassessed at each balance sheet date and if necessary are written down to their estimated recoverable values.

g. **Pension plans**

Certain officers and employees of the ICA are covered by several separate contributory pension plans or their equivalent in the Regional Offices. The contributions are calculated according to the respective pension plan regulations and local laws. The ICA' pension contributions in the year ended December 31, 2004 amounted to CHF 170'904 (2003 CHF 99,278), and are expensed as such contributions become due.

h. **Income tax**

In Switzerland, the ICA has the status of an association organised as a corporate body regulated by the Swiss Civil Code in Articles 60-79 and, as such, is not subject to Swiss income tax.

Under the terms of an agreement between the ICA and the Governments of Kenya and Burkina Faso, the East, Central & Southern Africa regional office and the regional office for West Africa are exempt from tax. Due to its non-profit making activities in India and Costa Rica, the ICA is not subject to local taxation in those countries.

i. **Contributed facilities and services**

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

# Notes to the financial statements

## 31.12.2004

### j. Lease

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

### 3 Cash and cash equivalents

Cash and cash equivalents consists of cash in hand, bank current accounts and short-term deposits. The ICA considers cash and all liquid investments with an initial maturity of three months or less to be cash equivalents

	31.12.2004 CHF	31.12.2003 CHF
Cash in hand and current accounts	2'666'425	2'539'300
Short-term deposits	38'600	29'915
	<hr/>	<hr/>
	2'705'025	2'569'215

### 4 Prepaid expenses and other assets

	31.12.2004 CHF	31.12.2003 CHF
Staff advances	5'431	10'717
Other receivables not related to development projects	12'588	7'527
Pre-paid expenses	37'323	78'088
	<hr/>	<hr/>
	55'342	96'332

## 5 Property, plant and equipment, net

	Motor vehicles CHF	Office equipment and furniture CHF	Total CHF
<b>Cost</b>			
Balance at 31 Dec 2002	182'784	619'291	802'075
Additions	–	24'227	24'227
Transfer	(143'247)	135'244	(8'003)
Balance at 31 Dec 2003	39'537	778'762	818'299
Additions	–	68'457	68'457
Disposals	–	(43'904)	(43'904)
Balance at 31 Dec 2004	39'537	803'315	842'852
<b>Depreciation</b>			
Balance at 31 Dec 2002	182'784	595'687	778'471
Charge for the year	–	18'000	18'000
Transfer	(143'247)	137'250	(5'997)
Balance at 31 Dec 2003	39'537	750'937	790'474
Charge for the year	–	24'957	24'957
Disposals	–	(43'903)	(43'903)
Balance at 31 Dec 2004	39'537	731'991	771'528
<b>Net book value</b>			
At 31 Dec 2004	–	71'324	71'324
At 31 Dec 2003	–	27'825	27'825

# Notes to the financial statements

## 31.12.2004

### 6 Intangible assets, net

	Computer systems CHF
<b>Cost</b>	
Balance at 31 Dec 2002	96'218
Transfer	9'790
Balance at 31 Dec 2003	106'008
Balance at 31 Dec 2004	106'008

### Amortization

Balance at 31 Dec 2002	32'073
Charge for the year	32'912
Transfer	7'784
Balance at 31 Dec 2003	72'769
Charge for the year	32'789
Balance at 31 Dec 2004	105'558

### Net book value

At 31 Dec 2004	450
At 31 Dec 2003	33'239

### 7 Deposits and guarantees

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

### 8 Special financial contributions

During the year 2004 certain members of the ICA made special contributions totalling CHF 5'000 (2003: CHF 108'735) in order to improve the ICA's financial situation. These special contributions are not refundable and have not been allocated for a specific purpose. These special contributions have been classified as "special financial contributions" in the statement of income and expenses.

## 9 Allocation to special fund

Given the biennial nature of ICA organisation, a special fund was created to account for events which have a two year lifespan. This allocation has been approved by the Board on 25 April 2004. On that date, the Board also authorised a partial utilisation of CHF 175'000 that was allocated in 2004.

## 10 Commitments

At 31 December 2004, the ICA is committed with respect to rental agreements for an amount of CHF 70'410.

## 11 Financial instruments

Financial assets of the ICA include cash and cash equivalents, deposits and accounts receivable. Financial liabilities include membership organisation creditors and accounts payable. The ICA minimizes the risk of loss of capital by placing short maturity funds with reputable international banks.

### a. Credit risk

The ICA's maximum exposure to credit risk in relation to cash and cash equivalents and accounts receivable is the carrying amount of those assets as indicated in the balance sheet. The ICA places its available cash with several financial institutions to mitigate the risk of material loss in this regard from any financial institution. The major part of the cash is allocated between two Swiss banks. The budgetary process constitutes for the ICA a good measure to reduce the risk of recoverability of partner funds. As a result of these measures, management does not believe significant credit risk exists in relation to its cash and receivables at December 31, 2004.

### b. Fair value

The carrying amounts in the balance sheet for cash and cash equivalents, deposits, accounts receivable, membership organization and accounts payable approximate to their fair values due to the short-term maturities of these instruments.

### c. Foreign exchange risk

The ICA operates in several countries and, as a result, is exposed to the fluctuations in foreign currency exchange rates. The foreign currency risk is primarily limited to the financial assets and liabilities in foreign currencies of the Regional Offices and is closely monitored by the management. The ICA does not hedge its exposure to foreign currency fluctuations.

# Annexe A Unaudited

## Funds and reserves per region 31.12.2004

	Asia and the Pacific	Africa	The Americas
Balances at 1 January 2003	(336'780)	(168'588)	(618'725)
Special financial contributions	—	—	—
Ordinary (deficit)/surplus for year	9'714	(189'351)	(169'597)
Subscriptions redistribution	120'000	170'000	170'000
Cumulative exchange difference	3'845	10'576	(13'455)
Allocation to special fund	—	—	—
Balances at 31 Dec 2003	(203'221)	(177'363)	(631'777)
Balances at 1 Jan 2004	(203'221)	(177'363)	(631'777)
Special financial contributions	—	—	—
Ordinary (deficit) / surplus for year	(73'459)	(179'998)	(125'178)
Subscriptions redistribution	130'706	206'412	145'800
Cumulative exchange difference	20'583	(10'408)	(5'003)
Allocation to global reserve	—	—	—
Allocation to (use from) special fund	—	—	—
Balances at 31 Dec 2004	(125'391)	(161'357)	(616'158)

Europe	Head Office Balance of Activity	Total ICA Global	Global Reserve	Special Fund	Total Funds and Reserves
281'864	1'257'979	415'750	—	—	415'750
—	108'735	108'735	—	—	108'735
(242'198)	1'412'746	821'314	—	—	821'314
292'000	(752'000)	—	—	—	—
—	—	966	—	—	966
—	(315'000)	(315'000)	—	315'000	—
331'666	1'712'460	1'031'765	—	315'000	1'346'765
331'666	1'712'460	1'031'765	—	315'000	1'346'765
—	5'000	5'000	—	—	5'000
(314'494)	862'423	169'294	—	—	169'294
311'326	(794'244)	—	—	—	—
—	—	5'172	—	—	5'172
—	(800'000)	(800'000)	800'000	—	—
—	175'000	175'000	—	(175'000)	—
328'498	1'160'639	586'231	800'000	140'000	1'526'231

# ICA Board 2004

## ICA President

Ivano Barberini  
Lega Nazionale delle Co-operative e Mutue, Italy

## ICA Vice-Presidents

### Africa

Stanley Muchiri  
Co-operative Bank of Kenya

### Americas

Carlos Palacino  
Saludcoop, Colombia

### Asia/Pacific

Mu Li  
All China Federation of Supply and Marketing Co-operatives

### Europe

Pauline Green  
Co-operatives UK

## Members

### Rahaiah Baهران

National Co-operative Organisation of  
Malaysia (ANGKASA)

### Pal Bartus

National Federation of Consumer Co-  
operatives and Trade Associations, Hungary

### Dae-kun Chung

National Agricultural Co-operative  
Federation (NACF), Korea

### Jean-Claude Detilleux

Crédit Coopératif, France

### Ousseynou Dieng

Union nationale des coopératives agricoles  
du Sénégal (UNCAS), Sénégal

### Steinar Dvergsdal

Federation of Norwegian Agricultural  
Co-operatives

### Elba Echevarria Diaz

COOPACA, Puerto Rica

### Valentin Ermakov

Centrosyuz of the Russian Federation

### Esther N Gicheru

Co-operative College of Kenya

### Isami Miyata

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

### Stefania Marcone

Lega Nazionale delle Co-operative e Mutue  
(LEGACOOOP), Italy

### Gun-Britt Martensson

Union of Housing Co-operatives, Sweden

### David Miller

Nationwide Mutual Insurance Company,  
USA

### Yehudah Paz

Central Union of Co-operative Societies,  
Israel

### Sawai Singh Sisodia

National Co-operative Union of India  
(NCUI)

### Glen Tully

Canadian Co-operative Association (CCA)

### Americo Utumi

Organização das Cooperativas do Estado  
de São Paulo (OCESP), Brazil

# ICA staff including project and seconded staff as at 31.12.2004

## ICA Head Office

Iain Macdonald [Director-General](#)  
Maria Elena Chávez-Hertig  
[Deputy Director-General](#)  
Jan-Eirik Imbsen [Director of Development](#)  
Guy Malacrida [Director of Finance](#)  
Gabiella Sozánski [Director of Membership,](#)  
[\(part time 40%\)](#)  
Garry Cronan [Communications Manager](#)  
Vivianne Dubini [Membership and](#)  
[Administrative Officer](#)  
Marie-Claude Baan [Databank Administrator](#)  
[\(part time 60%\)](#)  
Patricia Sullivan Vaucher [Documentation](#)  
[Officer/ Assistant to the Director-General](#)  
[\(part time 60%\)](#)

**Secondment:** Chan-Ho Choi  
Pascale Harris  
Cornelia Mangiron

## ICA Africa

Ada Souleymane Kibora [Regional Director](#)  
Bernard Amahaya Kadasia  
[Regional Director \(until September 2004\)](#)  
Salome Wavinya Kimeu  
[Administrative Assistant](#)  
Jackson Muumbi [Driver](#)  
James Kiruja Nyaga [Office Attendant](#)  
Eugénie Philomène Djibo-Zongo  
[Representative for West Africa, in charge](#)  
[also of Gender and Communication](#)  
N'Cho Essoh [Driver and Messenger](#)  
Stephen Kayima Kiwanuka [Project Manager](#)  
Anne Mutisya [Project Manager](#)

## ICA Americas

Manuel Mariño [Regional Director](#)  
Jenifer Soto [Membership and RD PA](#)  
Johnny Meléndez [Accountant](#)  
Diana Retana [Communications](#)  
Carlos Quintero [Office assistant](#)  
Paula Manzanares [Office keeper](#)  
Gerardo Bermúdez [Project Manager](#)  
Alberto Mora [Project Manager](#)  
Marcelo Chavarria [Project Manager](#)  
Ana Patricia Arias [Project Manager](#)

**Secondment:** Francia Borowy  
[Gender and Youth](#)

## ICA Asia-Pacific

Shil Kwan Lee [Regional Director](#)  
K Sethumadhavan [Planning Officer](#)  
K Kujreja [Finance Officer](#)  
Rajiv Mehta [Director](#)  
Prem Kumar [Administrative Manager and](#)  
[Advisor of the Japan Management Course](#)  
AK Taneja [Programme Officer](#)  
P Nair [Communication Officer](#)

**Secondment:** Jiro Ito [Director,](#)  
[Special Programmes](#)  
Savitri Singh  
[Gender Programme Advisor](#)  
Mr Kim [Agricultural Advisor](#)

## ICA Europe

Gabiella Sozanski [Regional Director](#)  
[\(60% until November 2004\)](#)  
Barbara Coghlan [European Officer](#)

# ICA members as at 31.12.2004

## Argentina

Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)

Federación Argentina de Cooperativas de Consumo (FACC)

Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda (IMFC)

## Austria

Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband

## Azerbaijan

Central Union of Co-operatives of Azerbaijan (AZERITTIFAG)

## Bangladesh

Bangladesh Jatiya Samabaya Union (BJSU)

## Belarus (Republic of)

Belarussian Union of Consumer Societies (BELKOOPSOYUZ)

## Belgium

Arcopar SCRL

Fédération Belge des Coopératives (FEBECOOP)

OPHACO (Office des Pharmacies Coopératives de Belgique)

P&V Assurances

## Benin

Fédération des Caisses d'Épargne et de Crédit Agricole Mutuel du Bénin (FECECAM)

## Bolivia

Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda)

Cooperativa Jesús Nazareno Ltda (CN)

Cooperativa La Merced Ltda

Cooperativa Rural de Electrificación Ltda (CRE)

## Botswana

Botswana Co-operative Association (BOCA)

## Brazil

Aliança Cooperativista Nacional Unimed

COOP – Cooperativa de Consumo

Organização das Cooperativas Brasileiras (OCB)

Systema UNIWAY (Cooperativa de Profissionais Liberais Ltda)

Unimed do Brasil, Confederação Nacional das Cooperativas Médicas

## Bulgaria

Central Co-operative Union

National Union of Workers Producers

Co-operatives of Bulgaria

## Burkina Faso

Union Régionale des Coopératives d'Épargne et de Crédit du Bam (URC.BAM)

## Canada

Canadian Co-operative Association (CCA)

Conseil Canadien de la Coopération (CCC)

## Cape Verde (Republic of)

Federação Nacional das Cooperativas de Consumo (FENACOOOP)

## Chile

COOPEUCH Cooperativa de Ahorro y Crédito

## China

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

## Colombia

Asociación Colombiana de Cooperativas (ASCOOP)

Casa Nacional del Profesor (CANAPRO)

Confederación de Cooperativas de Colombia (CONFECOOP)

Cooperativa del Magisterio (CODEMA)

Cooperativa Médica del Valle y de Profesionales de Colombia (COOMEVA)

Corporación Gimnasio Los Pinos

Efectiva, Soluciones y Alternativas Comerciales

Entidad Promotora de Salud Organismo Cooperativo (SaludCoop EPS)

La Equidad Seguros

Progressa Entidad Cooperativa de los Empleados de Saludcoop

## Costa Rica

Banco Popular y de Desarrollo Comunal (BPDC)

Centro de Estudios y Capacitación Cooperativa (CENECOOP)

Federación de Cooperativas de Ahorro y Crédito de Costa Rica (FEDEAC, RL)

## Côte d'Ivoire

Société des Coopératives Agricoles de Agboville (SCAGBO)

Union Régionale des Entreprises Coopératives de la Zone des Savanes (URECOS-CI)

## Croatia

Croatian Association of Co-operatives

## Cyprus

Co-operative Central Bank Ltd (CCB)

Cyprus Turkish Co-operative Central Bank Ltd

Pancyprian Co-operative Confederation Ltd

## Czech Republic

Agricultural Association of the Czech Republic

Co-operative Association of the Czech Republic

## Denmark

Danish Agricultural Council

FDB (Consumer Co-operative Denmark)

Kooperationen

## Dominican Republic

Cooperativa Nacional de Servicios Múltiples de Los Maestros (COOPNAMA)

## Ecuador

Coopseguros del Ecuador SA (Coopseguros SA)

## Egypt (African Region of)

Central Agricultural Co-operative Union (CACU)

Central Housing Co-operative Union

Central Productive Co-operative Union

Higher Institute for Agricultural Co-operation (HIAC)

Higher Institute of Co-operative Management Studies

## El Salvador

Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de RL (FEDECACES)

## Estonia

Estonian Co-operative Association (ECA)

## Finland

Pellervo, Confederation of Finnish Co-operatives

SOK Association SOKL

# ICA members as at 31.12.2004

## France

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

## Gambia

Federation of Agricultural Co-operative Societies (FACS)

## Georgia

Central Union of Georgian Consumer Co-operatives (TSEKAVSHIRI)

## Germany

Deutscher Genossenschafts – und Raiffeisenverband eV (DGRV)  
GdW Bundesverband deutscher Wohnungs – und Immobilienunternehmen eV (GDW)  
Konsumverband eG  
Prüfungsverband deutscher Konsum – und Dienstleistungsgenossenschaften eV (PDK)

## Ghana

Ghana Co-operative Council

## Greece

Panhellenic Confederation of Unions of Agricultural Co-operatives (PASEGES)

## Haiti

Conseil National des Coopératives (CNC)

## Honduras

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

## Hungary

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

## India

Indian Farmers Fertiliser Co-operative Ltd (IFFCO)  
Krishak Bharati Co-operative Ltd (KRIBHCO)  
National Agricultural Co-operative Marketing Federation of India (NAFED)  
National Co-operative Agriculture & Rural Development Banks' Federation Ltd (NCARDB Federation)  
National Co-operative Consumers Federation Ltd (NCCF)  
National Co-operative Union of India (NCUI)  
National Federation of State Co-operative Banks Ltd (NAFSCOB)  
National Federation of Urban Co-operative Banks & Credit Societies Ltd (NAFCUB)

## Indonesia

Dewan Koperasi Indonesia (Dekopin)  
Indonesian Co-operative Council

## Iran (Islamic Rep of)

Central Organization for Rural Co-operatives of Iran (CORC)  
Central Union of Rural & Agricultural Co-operatives of Iran (CURACI)  
Iran Central Chamber of Co-operative (ICC)

## Israel

Central Union of Co-operative Societies in Israel

Co-op Jerusalem

## Italy

Associazione Generale Cooperative Italiane (AGCI Nazionale)

Confederazione Cooperative Italiane (CONFCOOPERATIVE)

Lega Nazionale delle Cooperative e Mutue (Legacoop)

## Japan

Central Union of Agricultural Co-operatives (JA-ZENCHU)

IE-NO-HIKARI Association (Association for Education and Publications Agricultural Co-operatives)

Japanese Consumers' Co-operative Union (JCCU)

National Federation of Agricultural Co-operative Associations (ZEN-NOH)

National Federation of Fisheries Co-operatives Associations (ZENGYOREN)

National Federation of Forest Owners Co-operative Associations (ZENMORI-REN)

National Federation of Workers & Consumers Insurance Co-operatives (ZENROSAI)

National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)

The Japan Agricultural News (Nihon Nogyo Shimbun)

The Japanese Workers' Co-operative Union (Jigyodan) (JWCU)

The National Federation of University Co-operative Associations (NFUCA)

The Norinchukin Bank

## Kazakhstan (Republic of)

Union of Consumer Societies of the Republic of Kazakhstan

## Kenya

Co-operative Bank of Kenya Ltd

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

## Korea (Republic of)

Korean Federation of Community Credit Co-operatives (KFCC)

National Agricultural Co-operative Federation (NACF)

National Credit Union Federation of Korea (NACUFOK)

National Federation of Fisheries Co-operatives (NFFC)

National Forestry Co-operatives Federation (NFCF)

## Kuwait

Union of Consumer Co-operative Societies (UCCS)

## Latvia

Latvian Central Co-operative Union (TURIBA)

## Lithuania

Lithuanian Union of Consumer Co-operative Societies (LITCOOPUNION)

## Malaysia

National Co-operative Organisation of Malaysia (ANGKASA)

National Land Finance Co-operative Society Ltd (Koperasi Kebangsaan Permodalan Tanah Berhad)

## Malta

Apex – Organisation of Maltese Co-operatives

# ICA members as at 31.12.2004

## Mauritius

The Mauritius Co-operative Union Ltd  
(MCUL)

## Mexico (Republic of)

Asociación Nacional de Uniones Regionales  
de Sociedades de Ahorro y Préstamo  
(ANURCO)

Caja Libertad SCL

Caja Popular Mexicana (CPM)

Confederación Nacional Cooperativa de  
Actividades Diversas de la Republica  
Mexicana (CNC)

Cooperativa de Vivienda y Consumo  
Nuestro Hogar

## Moldova (Republic of)

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

## Morocco

Office du Développement de la Coopération  
(ODC)

## Myanmar

Union of Myanmar Central Co-operative  
Society Ltd

## Nepal

National Co-operative Federation of Nepal

## Norway

Coop NKL BA

Federation of Norwegian Agricultural  
Co-operatives (Norsk Landbrukssamvirke)

The Norwegian Federation of Co-operative  
Housing Associations (NBBL)

## Pakistan

National Co-operative Union of Pakistan  
(NCUP)

## Palestine

The Agricultural Co-operative Union (ACU)

## Panama

Confederación Latinoamericana de  
Cooperativas de Ahorro y Crédito (COLAC)

## Paraguay

Confederación Paraguaya de Cooperativas  
(CONPACCOOP)

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

Cooperativa Multiactiva Medalla Milagrosa

Cooperativa Universitaria Ltda

Federación de Cooperativas de Producción  
(FECOPROD)

## Peru

Cooperativa de Ahorro y Crédito

PETROPERU Ltda

## Philippines

National Confederation of Co-operatives  
(NATCCO)

## Poland

Auditing Union of Housing Co-operatives

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

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

National Co-operative Council

National Supervision Union of Spolem  
Consumer Co-operatives

National Union of Co-operative Banks  
(KZBS)

## Portugal

Confederação Nacional de Cooperativas  
Agrícolas e do Crédito Agrícola de Portugal  
(CONFAGRI)

Confederation of Portuguese Co-operatives  
(CONFECOOP)

Instituto António Sérgio do Sector  
Cooperativo (INSCOOP)

## Puerto Rico

Cooperativa de Ahorro y Crédito  
Dr Manuel Zeno Gandía

Cooperativa de Ahorro y Crédito de Arecibo  
(COOPACA)

Cooperativa de Ahorro y Crédito Lares  
y Región Central (LARCOOP)

Cooperativa de Ahorro y Crédito de  
Médicos y Otros Profesionales de la Salud  
(MEDICOOP)

Cooperativa de Seguros de Vida de Puerto  
Rico (COSVI)

Cooperativa de Seguros Múltiples de Puerto  
Rico

Liga de Cooperativas de Puerto Rico  
(LIGACOOP)

## Romania

National Union of Consumer Co-operatives  
(CENTROCOOP)

Romanian National Association of  
Handicraft & Production Co-operatives  
(UCECOM)

## Russia

Central Union of Consumer Societies  
(CENTROSOYUS)

International Council of Consumer  
Co-operatives (CONSUMINTER)

Koopvneshtorg Ltd. (Coop-Trade)

Moscow Regional Union of  
Consumer Societies

## Senegal (Republic of)

Union Nationale des Coopératives Agricoles  
(UNCAS)

## Serbia & Montenegro

Co-operative Union of Serbia

Co-operative Union of Yugoslavia

## Singapore

Singapore National Co-operative  
Federation Ltd (SNCF)

## Slovak Republic

Co-operative Union of the Slovak Republic

## Slovenia

Co-operative Union of Slovenia

## Spain

Confederació de Cooperatives de Catalunya  
Confederación de Cooperativas Agrarias de  
España (CCAE)

Confederación de Cooperativas de Euskadi  
(CCE)

Confederación Empresarial Española de la  
Economía Social (CEPES)

Confederación Española de Cooperativas  
de Trabajo Asociado (COCETA)

Federación de Cooperativas Madrileña  
(FECOMA)

Fundación Espriu

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

# ICA members as at 31.12.2004

## 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)

## Sweden

Federation of Swedish Farmers (LRF)

Folksam Insurance Group (FOLKSAM)

HSB: Riksförbundet (Union of Housing Co-operatives)

Kooperativa Förbundet (KF)

Riksbyggen (Co-operative Housing Union)

## Tanzania

Tanzania Federation of Co-operatives Ltd (TFC)

## Thailand

Association of Asian Confederation of Credit Unions (ACCU)

The Co-operative League of Thailand (CLT)

## Turkey

Central Union of Turkish Agricultural Credit Co-operatives

National Co-operative Union of Turkey (NCUT)

Taris Union of Agricultural Societies

Turkish Co-operative Association

Union of Sugar Beet Growers' Production Co-operative (Pankobirlik)

## Turkmenistan

Union of Consumer Societies (TURKMENPOTREBSOYUZ)

## Uganda

Uganda Co-operative Alliance Ltd (UCA)

## Ukraine

Central Union of Consumer Societies of Ukraine (UKOOSPILKA)

## United Kingdom

Co-operative Group (CWS) Ltd

Co-operative Insurance Society Ltd (CIS)

Co-operatives UK

The Co-operative Bank plc

## United States

ACDI/VOCA

CHF International

National Co-operative Bank (NCB)

National Co-operative Business Association (NCBA)

Nationwide Insurance Enterprise

World Council of Credit Unions (WOCCU) (International member)

## Uruguay

Centro Cooperativista Uruguay (CCU)

Confederación Uruguay de Entidades Cooperativas (CUDECOOP)

Cooperativa Nacional de Ahorro y Crédito (COFAC)

Red Financiera Cooperativa (CONFIAR)

## Vietnam

Vietnam Co-operative Alliance (VCA)

# Associate members

## Australia

Australian Centre for Co-operative Research & Development (ACCORD)

## Indonesia

Institute for Indonesian Co-operative Development Studies (LSP2I)

## Malaysia

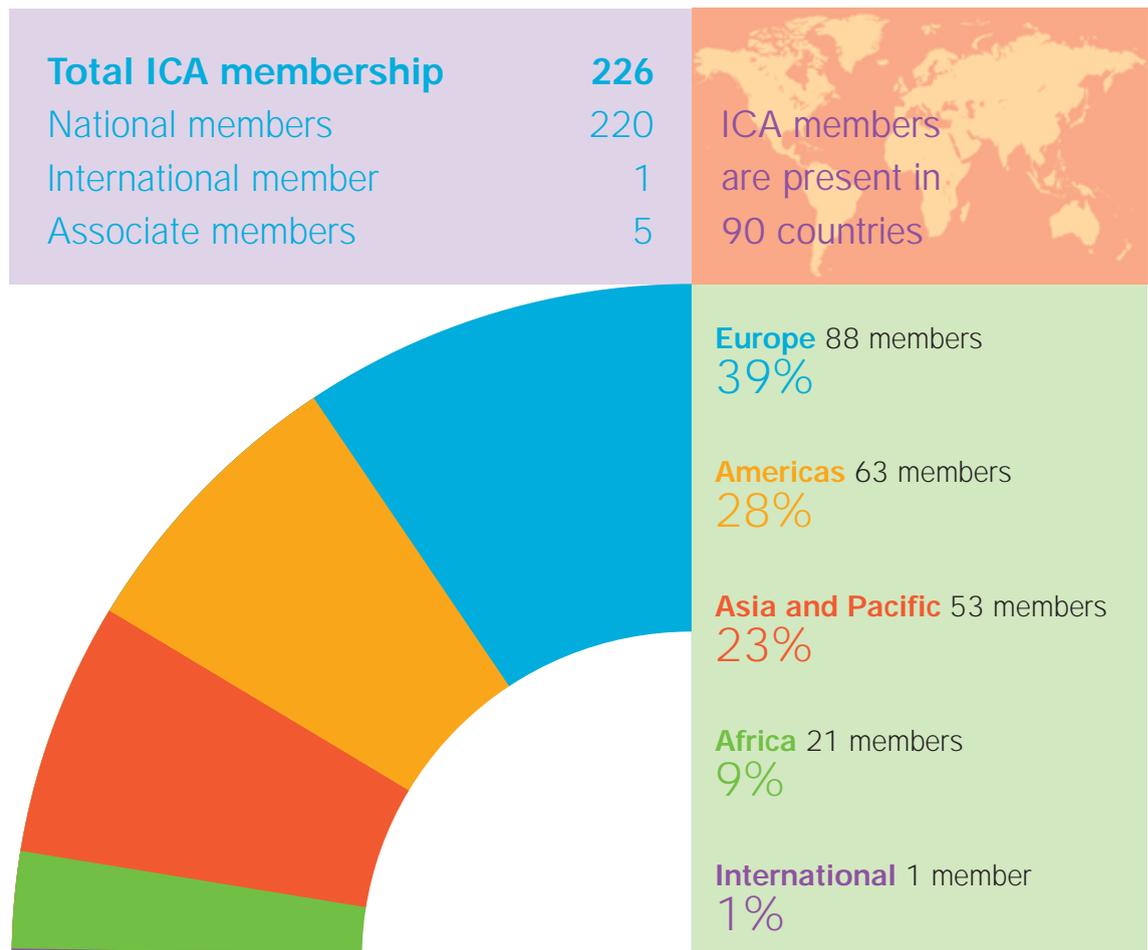
Co-operative College of Malaysia (CCM)

## Namibia

Co-operatives Advisory Board

## Paraguay

Panel Compañía de Seguros Generales SA (Propiedad Cooperativa)



# Contacts

## ICA Head Office

**International  
Co-operative Alliance**  
15, route des Morillons  
1218 Grand-Saconnex  
Geneva, Switzerland  
T +41 22 929 88 88  
F +41 22 798 41 22  
E [ica@ica.coop](mailto:ica@ica.coop)  
[www.ica.coop](http://www.ica.coop)

## ICA Regional Offices

**ICA Europe**  
32, Square Ambiorix  
Boite 2,  
BE-1000, Brussels, Belgium  
T +32 2 280 1609  
282 9433  
F +32 2 235 2869  
E [office@coopseurope.coop](mailto:office@coopseurope.coop)  
[www.ica.coop/europe](http://www.ica.coop/europe)

**ICA Africa**  
Off Gichugu Road, Kileleshwa  
PO Box 67595  
00200 Nairobi, Kenya  
T/F +254 20 434 3060  
3204  
E [info@icaroecsa.coop](mailto:info@icaroecsa.coop)  
[ica@icaafrica.coop](mailto:ica@icaafrica.coop)  
[www.icaafrica.coop](http://www.icaafrica.coop)

**ICA Asia-Pacific**  
9 Aradhana Enclave  
Ring Road, Sector 13, RK Puram  
110 066 New Delhi, India  
T +91 11 2688 8250  
F +91 11 2688 8067  
8241  
E [icaroap@vsnl.com](mailto:icaroap@vsnl.com)  
[info@icaroap.coop](mailto:info@icaroap.coop)  
[www.icaroap.coop](http://www.icaroap.coop)

**ICA Americas**  
Apartado 6648-1000  
San José, Costa Rica  
T +506 296 0981  
8027  
6374  
F +506 231 5842  
E [alianza@aciamericas.coop](mailto:alianza@aciamericas.coop)  
[info@aciamericas.coop](mailto:info@aciamericas.coop)  
[www.aciamericas.coop](http://www.aciamericas.coop)

## Sectoral Organisations

**International Co-operative  
Agricultural Organisation  
(ICAO)**  
E [secretariat@agricoop.org](mailto:secretariat@agricoop.org)  
[www.agricoop.org](http://www.agricoop.org)

**International Co-operative  
Banking Association (ICBA)**  
E [sekretariat@kzbs.pl](mailto:sekretariat@kzbs.pl)  
[www.kzbs.pl](http://www.kzbs.pl)

**Consumer Co-operative  
International (CCI)**  
E [giuseppe.fabretti@ancc.coop.it](mailto:giuseppe.fabretti@ancc.coop.it)  
[www.ica.coop/cci](http://www.ica.coop/cci)

**International Co-operative  
Fisheries Organisation (ICFO)**  
E [icfo@zengyoren.jf-net.ne.jp](mailto:icfo@zengyoren.jf-net.ne.jp)  
[www.ica.coop/icfo](http://www.ica.coop/icfo)

**International Health  
Co-operative Organisation  
(IHCO)**  
E [direccion@fundacionespriu.coop](mailto:direccion@fundacionespriu.coop)  
[www.ica.coop/ihco](http://www.ica.coop/ihco)

**International Co-operative  
Housing Organisation  
(ICA Housing)**  
E [mdoyle@chfinternational.org](mailto:mdoyle@chfinternational.org)  
[www.ica.coop/housing](http://www.ica.coop/housing)

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

**International Organisation of  
Industrial, Artisanal and Service  
Producers' Co-operatives  
(CICOPA)**  
E [info@cicopa.coop](mailto:info@cicopa.coop)  
[www.ica.coop/cicopa](http://www.ica.coop/cicopa)

**International Association  
of Tourism (TICA)**  
E [mdavo@tin.it](mailto:mdavo@tin.it)  
[www.ica.coop/tica](http://www.ica.coop/tica)

## Thematic Committees

**Committee on Co-operative  
Research**  
E [kim@ica.coop](mailto:kim@ica.coop)  
[www.ica.coop/icaccr](http://www.ica.coop/icaccr)

**Committee on Co-operative  
Communications**  
E [cronan@ica.coop](mailto:cronan@ica.coop)  
[www.ica.coop/icacc](http://www.ica.coop/icacc)

**Human Resource  
Development Committee**  
E [kim@ica.coop](mailto:kim@ica.coop)  
[www.ica.coop/hrd](http://www.ica.coop/hrd)

**Gender Equality Committee**  
E [chavez@ica.coop](mailto:chavez@ica.coop)  
[www.ica.coop/gender](http://www.ica.coop/gender)



## Did you know?

*The social market system is supported and developed by a healthy civic society. It is in the interaction between those two that co-operatives can play such an important role – not just to maximise benefits and surpluses to co-operative enterprises, but because co-operation is about more than that. Co-operative principles of democracy, equality, education, ethical service, sustainable environmental protection – these are crucial components of a healthy dynamic civic society and on which society relies at times of economic stress.*

Pauline Green, Co-operatives UK  
ICA Vice-President, Europe

*Each of us belong to a country, to national experiences and organisations but all of us are ICA members, so ICA is **our** organisation, is the common house of the world co-operators. Those without such an organisation and the accompanying global network are busy trying to create them. We should take care of ours with the same passion, ideals and far-sightedness as our founders.*

Stefania Marcone, ICA Board member  
Legacoop, Italy

*It is no accident that fair trade is often synonymous with co-operatives. The ethical base along with membership focus is what is at the heart of the co-operative revival in many parts of the world.*

Prof Gertler, Centre for the Study of Co-operatives, University of Saskatchewan, Canada

*There is but one mode by which man can possess in perpetuity all the happiness which his nature is capable of enjoying – that is by the union and co-operation of all for the benefit of each.*

Robert Owen

A study by the Kooperativa Institutet (KOOPI) shows that women make up 41% of the boards of co-operative businesses which hold between 15 and 30% of market share in Sweden (compared to 13.5% of women on the boards of non-co-operatives in the report).

The Japanese Agricultural Co-operative Movement (JA group) and JA Zenchu donated 412,000 Swiss Francs to help the victims of the Iranian earthquake in December 2003.

83% of ICA members expect the economic role of co-operatives to increase and 73% expect the social role of co-operatives to become more relevant in the future. Overall 90% of the sample thinks the co-operative movement will grow and develop.

CoopeSilencio, founded in Costa Rica in 1973 by 'campesinos' to promote the social and economic development of its families through profitable enterprises and to protect the environment that surrounds them was visited by ICA's Development Director Jan Eirik Imbsen who said "I have rarely seen a more inspiring and successful development project in over 25 years of international development".

A regional federation of co-operatives in the northern region of Cote D'Ivoire controlled by rebel forces ( URECOS-CI) demonstrated extraordinary solidarity to the international co-operative movement. Without banks or functioning Government administration for three years in the region, members of the federation travelled to neighbouring Burkina Faso to pay their outstanding ICA membership in cash.





# Ica

INTERNATIONAL CO-OPERATIVE ALLIANCE  
15 ROUTE DES MORILLONS  
CH-1218 GRAND-SACONNEX  
GENEVA  
SWITZERLAND

T (41 22) 929 8888  
F (41 22) 798 4122  
E [ICA@ICA.COOP](mailto:ICA@ICA.COOP)  
W [WWW.ICA.COOP](http://WWW.ICA.COOP)

