ANNUAL REPORT 2000



INTERNATIONAL CO-OPERATIVE ALLIANCE

CONTENTS

President's Review 2000 . . . . . **3**

Report of the Director General **5**
Promoting Co-operative Identity 5
International Presence 6
Networking 6
Development 7
Thematic Issues and Initiatives 8
Conclusion 9

ICA Regions Activity Reports **10**
Asia and the Pacific 10
Africa 11
Americas 13
Europe 14

ICA Specialised Bodies Reports **16**
Agriculture 16
Banking 16
Health 16
Consumer 17
Fisheries 17
Insurance 17
Housing 18
Workers 18
Tourism 19
Communications 19
Women/Gender 19
Human Resource Development 20
Research 20

Audit and Control Committee Report for the years 1999 and 2000 . . . . . **21**

Independent Auditor's report for 1999 25
Consolidated Financial Statement for 1999 26-27

Independent Auditor's Report with Consolidated Financial Statement 2000 . . . . . **33**

ICA Board **48-49**
ICA Membership Breakdown Charts **50**
ICA Members **51**

President's Review 2000



Dear Friends,

At the close of the third year of my mandate as President of the International Co-operative Alliance, I am pleased to present you highlights from the year 2000.

First, I would like to extend my deep gratitude to all Board members for the constant support and collaboration they have given to the ICA Presidency, helping to find the best ways to solve several problems faced during the year. The most important was the appointment of a new ICA Director General. Karl-Johan Fogelström, the former executive of the Swedish Co-operative Centre, succeeded Bruce Thordarson. The former Director General left office at the end of July 2000 and Mr Fogelström took over his function in September, being introduced to the Board in Bratislava in October. Since taking office, the in-coming Director-General has demonstrated great competence and capacity for work, providing the ICA secretariat in Geneva with a new dimension.

A few months after the new administrative structure started work in September 2000, financial problems were detected. Due to higher than expected deficits in a number of the regional offices as well as the consequences of staff changes, the ICA is now in a precarious financial position with an extremely limited reserve fund. Although this is a serious issue, the ICA Board's Finance Committee together with the Director General are seeking solutions that will enable ICA to rebuild its financial reserves as quickly as possible.

Despite these challenges, ICA made progress in putting both gender and youth on its agenda. The Board approved an ICA gender strategy to ensure that we move forward in promoting gender equality and improve the participation of women in decision making. Also important was the promotion of participation by young people, exemplified by the establishment of an ICA Youth Network.

For my part, I have done my best to respond to the many invitations extended by ICA members and to represent the ICA at several international events. At the end of January, I participated in the World Economic Forum in Davos, Switzerland, where I made presentations to two panels on "Transgenic Products" and on "The Perspectives for the Future of Agricultural Supply".

In June 2000, the ICA was elected to the chair of COPAC – the Committee for the Promotion and Advancement of Co-operatives – which brings together important international organisations responsible for the progress and development of co-operatives throughout the world. Its members include the United Nations (UN), the International Federation of Agricultural Producers (IFAP), the International Labour Organization (ILO), the Food and Agriculture Organization (FAO) and the ICA, which will hold the chair for two years.

I have also participated in important meetings at the United Nations Headquarters in New York and other meetings including the World Bank International Task Force on Commodity Risk Management.

On 1 May, on the occasion of Labour Day, I was invited by the Vatican to take part in the Workers' Jubilee and, the following day, to have an audience with His Holiness, Pope John Paul II.

At the end of August, on the occasion of the Regional Assembly of ICA Africa, I accepted invitations from several co-operative organisations in the region and visited Senegal, Ghana, Benin, and finally Cape

Verde, where a population that suffers from lack of water struggles against nature to survive. I was extremely moved to see at first hand that, irrespective of the difficulties faced, the inhabitants of that archipelago try to reduce adversity through mutual help and solidarity.

In September the ICA received a dramatic appeal from the Polish co-operative movement, saying that the Parliament had passed a law practically destroying housing co-operatives. Coincidently, a few months earlier, I had visited the country and had been welcomed by the President, A. Kwasniewski, who, on that occasion, had spoken extremely favourably of co-operatives as a valid instrument for economic and social development. On behalf of the ICA, I immediately contacted the President and the result was a veto of the law.

This episode highlighted the need for countries to have appropriate legislation that recognises co-operative enterprise and the co-operative difference. It also underlined the important role ICA can play in assisting its members to protect individual movements. It was for this reason also that a letter was sent to government leaders in Central and Eastern Europe earlier in the year, bringing to their attention once again the need to review government policy and legislation for co-operatives and noting the initiatives in the United Nations preparing guidelines for governments on how to create an enabling environment for co-operative development. Recognising the important role of policy and legislation, the ICA Board approved in October the creation of an ICA Board Legislative Committee. Together with its advisory group of legislative experts from around the world, it will create a top-level discussion forum that will enable ICA more effectively to identify and respond to attacks and distortions anywhere on the planet against the philosophy and principles of the co-operative system.

An exciting development for the future came in the autumn when our United States member the National Co-operative Business Association, supported by ICA and the global co-operative movement, won the new top level internet domain .coop.

In November, following insistent invitations, I travelled to another region in Eastern Europe, visiting the co-operative movements in Bosnia-Herzegovina and Croatia. Here so many lives have been sacrificed and so much pain and suffering has been caused to the population by the horrors of war. In such an environment, co-operatives arise as a small hope for better days, based on the feelings of solidarity and co-operation that thrive much more vigorously in times of extreme hardship.

In December, I participated in RioCooperativo 2000, an event organised in conjunction with the Organisation of Brazilian Co-operatives and ICA Americas, bringing together 3,000 people from all over the world. Several bodies including the ICA Board held meetings before the main event, which was followed by the ICA Global Forum.

The year has been challenging and yet we have made progress. I wish to thank all my colleagues for their passion and commitment in seeing that ICA and the co-operative movement move forward into this third millennium. By continuing to work together, we can make a difference and help make the world a more peaceful and equitable place to live..

Roberto Rodrigues
July, 2001

Report of the Director General



The year 2000 was one of challenges, change and refocus. It was a time of challenge for many co-operative movements throughout the world with rapidly changing economic, social and political conditions linked to the process of globalisation. For many it resulted in difficult times, while for others it reinforced what we cherish as a movement – that the co-operative mode of working together for a common cause is as relevant today as it was in the early days, probably even more so. Internally too, ICA was challenged by the need to refocus its activities and address more effectively its core issues and activities through the delivery of ever-improving services to members following the implementation of the 'ICA Organisational Review' undertaken in 1999.

The work undertaken during 2000 centred on four priority areas. This constitutes the "ICA Agenda" which includes promoting co-operative identity, improving international presence, networking, and strengthening development efforts. These are the four core functions of the ICA under which the most needed and highly appreciated services to members are provided. However, ICA also made progress in a number of thematic issues that affect co-operatives and their ability to develop and thrive, including gender equality, youth, legislation, and peace. A number of initiatives were also introduced to take advantage of the opportunities offered by the internet and new technology.

PROMOTING CO-OPERATIVE IDENTITY

Although promoting an internationally recognised identity and image globally, regionally and nationally is included in all aspects of the ICA programme of work, a number of specific activities were undertaken to enhance the reach and impact of the ICA message. Both its printed and electronic communication tools were reviewed and updated. In February 2000, an electronic news bulletin was launched to highlight in a succinct format important ICA and member news items. In April 2000, the ICA introduced *Alliance* to replace *ICA News*, modernising its look and seeking to provide forward looking news items that clearly communicate the impact of ICA's work on the co-operative movement. The focus of the *ICA Review* too was reconsidered and the number of issues reduced to ensure quality despite limited resources. Regional efforts were also made to increase their capacities to better communicate activities and issues of direct regional relevance.

Work continued on improving co-operative information resources including statistical data. A questionnaire was sent to ICA members to collect and update 1999/2000 information on a selected number of basic indicators to complement the data already available at the ICA. Website development continued on the ICA head office site and new regional and specialised bodies' websites were launched. The result has been a significant increase in available information on co-operatives and on the ICA for members and the general public.

Communicating who we are, what we are, what we stand for and how we make an impact on our world became the questions we sought to answer more effectively.

INTERNATIONAL PRESENCE

Linked to improving the co-operative identity and image is improving ICA's international presence, i.e. representing co-operatives internationally. The co-operative sector needs to be visible globally, regionally and nationally and the co-operative mode of operation needs to be better known, recognised and appreciated on all these levels. ICA continued to play a leading role within civil society by influencing global issues and international agencies in areas such as co-operative policy and legislation, gender equality, and sustainable economic and social development, in particular with regard to agriculture and human settlements.

On the occasion of International Co-operative Day, the ICA prepared a press pack including material that highlighted the role of co-operatives in promoting employment. The press pack targeted ICA members, development and multilateral agencies, government ministries, United Nations missions as well as the media. The theme for 2000 was timely, linking to the International Labour Office (ILO) agenda of "decent work" as well as the Special United Nations General Assembly on follow-up to the World Summit for Social Development. It also linked well to a meeting organised by the Committee for the Promotion and Advancement of Co-operatives (COPAC) on "decent work" and co-operatives.

The year 2000 saw the impact of the formal memorandum of understanding (MoU) signed with the Food and Agriculture Organization (FAO) and the United Nations Centre for Human Settlements (Habitat). ICA regional offices were able to strengthen their capacity-building activities by organising workshops, preparing training materials and case studies for project proposals. At the global level, ICA was able to strengthen its capacity to address governments through speeches and activities held during their statutory meetings as well as engage in productive dialogue. Preparations also began for a joint ICA/Habitat seminar on housing co-operatives in transitional economies.

ICA participated in meetings and made formal speeches to such forums as the United Nations Commission on Sustainable Development (May 2000), the Special United Nations General Assembly on follow up to the World Summit on Social Development (June 2000) and the Beijing +5 conference (June 2000). It continued its participation in the World Bank International Task Force on Commodity Risk Management, identifying possible areas of co-operative capacity building for agricultural co-operatives and identifying possible pilot projects. Through its specialised bodies, it linked to a number of other UN meetings including discussions in Codex Alimentarius, where food safety issues are discussed.

With regard to co-operative policy and legislation, ICA continues to work closely with the ILO and UN. In May 2000, ICA members were invited to input to the ILO process of the revision of ILO Recommendation 127 that provides a policy framework for the governments on the role of the state and co-operatives. Members were also invited to input and support the UN process where discussions on guidelines for co-operative development continued. The guidelines are expected to be adopted in 2001, while the ILO will adopt its policy framework in 2002.

ICA issued messages to its membership to commemorate the International Day of Women (8 March), International Environment Day (5 June), World Rural Women's Day (15 October) and World Food Day (16 October), in each instance highlighting the special contribution of co-operatives.

NETWORKING

The priority area of work entitled "networking" brings together member relations including meeting organisation, liaison with specialised bodies and other ICA structures. In 2000 ICA counted 255 organisations in its membership, having accepted 15 new organisations into membership while 13 others withdrew or were expelled for non-payment of dues.[1] While the ICA Europe region continued to be the largest contributor to the ICA budget, the Americas had the highest number of member organisations and the

[1] See list of ICA members and statistical information attached

Asia-Pacific region led in terms of the number of individual members. Overall, ICA saw an increase in subscriptions in 2000 thanks to the success of members from the Americas, Asia-Pacific and European regions. These increases offset the lower fees paid from a few members from the Asia-Pacific region, who are still recovering from the Asian financial crisis, and from members in the transitional economies of Central and Eastern Europe and Central Asia.

All the 14 specialised bodies of the ICA are active with one exception, ICEO (Energy). Work continued on the implementation of ICA's long-term strategy to encourage closer ties to the specialised (sectoral) organisations. This led to agreements between the ICA secretariat and ICA Housing to provide secretarial services and with the International Co-operative Banking Organisation to maintain their website. ICA now provides secretarial services to the four specialised committees – Gender, Research, Communications and Human Resource Development (HRD) – and also to specialised bodies including the IHCO (Health), TICA (Tourism), CCI (Consumer), CICOPA (Workers) as well as the supporting secretariat for ICAO (Agriculture). ICA entered into an agreement with ICMIF (Insurance) for the provision of specific services with regard to communications assistance. Progress was made in ensuring that at least 50 per cent of the specialised organisations' members are also ICA members. By the end of 2000 only ICFO (Fishery) failed to reach this goal, many of its members being small and unable to meet ICA conditions for membership.

With regard to global meetings, the second ICA Global Forum was held in conjunction with the Regional Assembly for ICA Americas in Rio de Janeiro (Brazil) in December as part of an integrated event – RioCooperativo 2000 – which also included the Congress of the Organisation of Brazilian Co-operatives. More than 3,000 delegates took part in the various events and 350 attended the Global Forum. From the event came the Rio Co-operative Declaration, a reaffirmation on the co-operative movement's commitment to peace. (See further information below).

Planning for the 2001 General Assembly in Korea also began, as did negotiations with possible hosts for the 2003 ICA General Assembly.

DEVELOPMENT

Economic, social and political changes and context set the stage for ICA activities in promoting co-operative development. Competition for donor funds is on the increase, while the needs of people have multiplied; and in this context the challenge for ICA to find new partners for its development activities continued. Poverty eradication was the main focus of development partners and was also an overriding theme that ICA Development addressed in 2000, through its support for improving the performance of co-operatives as businesses and its programmes that emphasise democracy and good governance.

At the end of 2000, ICA's development programme emerged from a period of introspection. This has been a participative process in which secretariat staff and regional directors reviewed ICA's vision and mission, as well as its role and function in all its core areas. An analysis of the development programme in relation to the "ICA Agenda" concluded that ICA's development priorities and global concerns are identical, relevant and mutually reinforcing. The review also underlined the need to focus ICA development activities to those areas where ICA has a comparative advantage to add value.

During 2000 ICA Development initiated a series of bilateral meetings with development partners that resulted in better understanding and the identification of new or expanded areas of collaboration. ICA partners during 2000 included both governmental development agencies and ministries, co-operative development agencies and multilateral organisations such as the ILO and the United Nations Centre for Human Settlements (Habitat). ICA Development also collaborates with co-operative training institutes in a number of countries.

Specific information on the programmes implemented is reported by the regional offices.

THEMATIC ISSUES AND INITIATIVES

In addition to the core areas of work, ICA has made significant progress on thematic issues of particular importance to the co-operative movement and initiatives which are future-oriented – activities which it feels will strengthen the movement both today and in the medium and long-term.

Gender

In 2000 the ICA Board approved the ICA Gender Strategy, which maps out actions to be taken to ensure the steady progress in making gender equality a reality within the ICA and its member organisations. This was an important step for the ICA, a move from political statements to the approval of an implementation plan. It was also recognition that gender equality is not simply a question of rights, but is a strategic focus for the co-operative movement that ultimately will be decisive in its capacity to develop and grow. Co-operatives cannot afford to ignore a diversity of human capacities and skills that will enable them to serve their members more efficiently.

The strategy outlines specific actions that need to be taken to strengthen institutional capacity and/or arrangements to promote gender equality. These include ensuring capacity building of staff and membership on gender issues, gender balance of elected officials and staff, accountability and monitoring of progress, and adequate human and financial resource allocation. The ICA Board itself agreed that a gender training session should be organised in 2001 to enable each Board member to better address the issue.

Youth

Recognising that the participation of youth in the co-operative movement is key to the future survival of the movement and in response to the request of young co-operators themselves, ICA undertook specific actions at the global level to co-ordinate, integrate and reinforce existing actions taken at the regional level. In April 2000, the ICA Board supported the creation of an ICA Youth Network and in October approved its mandate to strengthen the participation of young people in the co-operative movement and foster a new generation of co-operators. The Board appointed a liaison person on youth issues, demonstrating its commitment to progress. Following that meeting, the ICA President contacted members asking them to provide and share information on youth activities and propose contacts within their organisations for the network. ICA also initiated negotiations with the National Agricultural Co-operative Federation (Korea) to host an international youth conference in conjunction with the ICA General Assembly in 2001.

Co-operative Legislation

Although co-operative legislation is an area in which ICA is continually at work through its contacts with government officials and the organising of Ministerial Conferences in the regions, in December 2000 the ICA Board created its own Legislative Committee to replace the ICA Global Legislative Commission. The new Committee is made up of the ICA President, the four ICA Vice Presidents and four other Board members appointed for an election period. The Committee, with the assistance of an advisory group of co-operative legislative experts, was mandated to review the situation in the field of legislation affecting co-operatives in the various regions of the world, to ensure that ICA liaises, co-operates and co-ordinates with other relevant international organisations with a bona fide interest in co-operative legislation, achieving synergies and avoiding duplication of work; to review any other issues with reference to legislation concerning co-operatives which the Committee considers relevant; and to report to the ICA Board after each meeting of the Committee. The Legislative Committee will start its work in 2001 and will take up the recommendations proposed by the ICA Conference on Co-operative Legislation, held in Prague in October, which include updating the existing ILO publication on a co-operative legal framework; the preparation of a multi-lingual glossary of legal terms used in co-operative legislation; and the preparation of a manual on how to establish a co-operative.

Peace, Justice, Equity and Development: The Rio Co-operative Declaration

On the initiative of the ICA Americas region, a declaration reaffirming ICA's commitment to contribute to a more just, transparent and democratic society as demonstrated by activities carried out by co-operatives worldwide; and to promote peace by advancing employment, decent housing and environmentally sustainable development was drafted. Following its approval by the Board in Rio, ICA will seek support from its members in 2001. The Rio Co-operative Declaration is expected to be presented to the United Nations in the autumn of 2001.

New Top Level Domain Name for Co-operatives: .coop

A major initiative for ICA is the new top level domain name .coop. With the support of the ICA and its global membership, ICA's member in the United States, the National Co-operative Business Association (NCBA), was awarded the management of .coop in November 2000. The new domain name provides an opportunity for co-operatives to promote their co-operative identity on the internet, market their difference and promote e-business. Co-operatives who use .coop will be easily identifiable to members and potential members as well as to consumers who in many parts of the world prefer to do business with socially responsible organisations like co-operatives. It will also help limited resource co-operatives to gain access and use modern telecommunications technologies by the establishment of a .coop Digital Divide Fund.

ICA is working with NCBA in the creation of a new entity to manage .coop operations, where it is expected that ICA will be involved in policy making, verification of registrations and information dissemination. It will also participate in the Digital Divide Fund which will be created with the revenues generated by .coop registrations. The new domain name is likely to become available to co-operatives around the world in September/October 2001.

New Internet-based Global Co-operative Learning Centre

Another initiative that has emerged from the Organisational Review of 1999 focuses on improving co-operative management and training and also takes advantage of the internet. The Global Co-operative Learning Centre (CLC) will be a portal on the web giving access to existing information and programmes on co-operative management and training in various languages. It will include important theme subjects such as co-op library, case study bank, training institutions, training programmes, youth, and a bookshop. The ICA Global HRD Committee has taken the lead in implementing this initiative. The CLC is expected to be introduced at the ICA General Assembly in Seoul in 2001.

Rochdale Prize

Approval came in 2000 for a further initiative, the introduction of the Rochdale Pioneers Prize to recognise outstanding individual contributions to the worldwide co-operative movement. The prize will be awarded at each General Assembly. The first award will be made during the ICA General Assembly in Seoul in 2001.

CONCLUSION

The year 2000 has been challenging. As a result of the difficult financial conditions and staff changes as noted in the President's review and report of the Audit and Control Committee, the Secretariat is implementing a series of measures – an action plan – to rectify the situation.

In spite of the difficulties encountered during the year, ICA has continued to fulfil its mandate effectively. It is thanks to the diligence of ICA leadership, staff and membership that this result was possible.

ICA Regions

The year 2000 was one of great regional importance. All the regions have been affected, to a greater or lesser degree, by the rapid changes brought about by the globalisation of business, the unpredictability of financial markets and upheavals occurring within civil society.

These changes – combined with other pressures such as moves towards privatisation, liberalisation of markets and government economic reforms – have created a tough environment that has challenged the resourcefulness of co-operatives in many parts of the world. The outcome has been mixed, with some regions seeing a downturn on co-operative activity; in others, more encouragingly, the situation for co-operatives has improved significantly, proving that member-owned and member-controlled businesses can endure crises and emerge with increased vitality.

Regional assemblies were held in every region and regional development plans, which had been elaborated with members, were discussed and approved by the respective regional assemblies.

At the same time, new project ideas were conceived and formulated and contacts initiated with current and potential new partners with a view to enlisting support for their realisation. The following are the highlights from regional development reports.

ASIA AND THE PACIFIC

It was a very busy year for the Regional Office for Asia and the Pacific (ROAP) and its business office, which had to cater for an unprecedented workload while introducing fresh innovations to enhance services to our members. There is no doubt that more focused programming and member-led activities will eventually be the core adding value to the membership.

The fourth meeting of the ICA Regional Assembly for Asia and the Pacific was held in Singapore in June 2000, attracting 105 delegates and observers. It was preceded by the first Asia-Pacific co-operative forum, under the theme "Co-operatives in the 21st Century: Are we changing?"

A review of the ROAP "Green Book", its planning document, confirmed that the region's programme priorities correspond with the global ICA Agenda. A large number of development activities have been conducted during the period under review. These activities have contributed to the four focus areas of the ICA Agenda, hence advancing the international presence of ICA through an expanded network, and using the ICA Co-operative Identity Statement as the base.

The following are some of the activities carried out by ROAP during the reporting period:

- The 10th Training Course for Rural Women Leaders was held with participants from Bangladesh, Nepal and Thailand.
- ROAP, in collaboration with the International Confederation of Free Trade Unions (ICFTU) and ILO COOPNET, held a regional workshop on "Employment Generation, Poverty Alleviation and HRD: Perspectives of the Co-operatives and Trade Union Movement".
- The overall objective of the 15th ICA-Japan Training Course on Strengthening Management of Agricultural Co-operatives in Asia was "to help strengthen and improve agricultural co-operative performance in the Asian region in order to bring about a qualitative and quantitative improvement in co-operative services to member farmers at the grass roots level with the ultimate objective of increasing members' income and ensuring his/her active participation in the cooperative business".
- The draft trainers' module on Value Based Professional Management in Co-operatives was validated at a workshop held in Bangkok from 28 November to 2 December 2000.

AFRICA

Two offices serve the African region, the Regional Office for East, Central and Southern Africa (ROECSA) and the Regional Office for West Africa (ROWA). Together they organised the 4th Regional Assembly for Africa which took place in the Republic of Benin in August 2000. The Assembly adopted progress reports and future plans for ROECSA and ROWA as well as reports and recommendations of a regional seminar, a round table and forums. Highlights included:

- Commitment by the participants of the Regional Assembly to lobby their governments to support the revision of ILO Recommendation 127 in preparation for the forthcoming International Labour Conferences to be held in Geneva in 2001 and 2002.
- Creation of a regional organisation for industrial and artisanal co-operatives, CICOPA Africa, and the formation of an executive committee to set out specific objectives.
- Commitment of the 100 women and men from 21 countries who attended a forum on "Women and Co-operatives" to: exchange information on the effects of globalisation on African women; exchange experiences on the strategies and practices that favour integration of women into co-operatives; exchange experiences on the role of women in poverty alleviation programmes; and to adopt a resolution for the creation of a network of African women co-operators.
- Resolve of participants of a round table on health co-operatives and mutuals, that ICA should develop a strategy for the promotion of co-operative health clinics and mutuals in Africa to provide the poorest people better access to healthcare services.

Regional Office for East, Central and Southern Africa (ROECSA)

National and secondary level co-operative organisations have continued to weaken in the face of governance problems and declines in business, donor assistance and member support. Agricultural co-operatives, the most important in terms of the volume of business and number of people involved, have been the worst affected by ongoing economic reforms. In this situation, accurate and timely data is difficult to find. The continuing weakening of the central institutions like the co-operative departments and apexes has exacerbated the problem and makes it extremely important for ICA to lead the way in the establishment of data banks in the co-operative movement.

However, there is a general trend in primary agricultural co-operatives which have started to work more independently, and are regaining part of the market-share previously lost. Savings and credit co-operatives continue to be the fastest growing co-operative sector.

The regional office has attempted to address some of these challenges and support agricultural and financial co-operative development. Its programme in 2000 included the following three focus areas:

Support to Co-operative (Group) Agricultural Marketing

This project addresses the unreliable supply of production inputs and produce buying services.

In 2000, the formal programme document was revised and introduced to potential partners. Two reports on cashew-nut marketing and cotton marketing in Tanzania were published and allowed for the preparation of project proposals. At the end of the year, an analysis of the situation of agricultural marketing in Uganda began. It is hoped that this will also lead to a project proposal for support to agricultural marketing by co-operatives and farmers' organisations in Uganda.

Co-operative Rural Financial Services

Rural poor are not able to access the financial services they need and are prepared to pay for. Such services include deposit facilities, credit on affordable terms, insurance facilities and money transfer services.

The project realised four outputs during 2000 including a survey of rural SACCOs in Tanzania and two workshops on financial co-operatives in Tanzania and Uganda. Work started during the last quarter of the

year on the preparation of an ICA strategy paper for the development of co-operative rural financial services in Tanzania.

ROESCA has worked closely with the Swedish Co-operative Centre and the Department for International Development (DFID) of the United Kingdom in its Co-operative Rural Finance initiative. It has also collaborated with a wide variety of other partners including co-operative and bilateral development agencies, the World Bank, and other NGOs.

Co-operative Housing and Shelter Development

Housing and shelter facilities for poor people are totally inadequate. So far, co-operatives have contributed only in a small way towards shelter development in the region. This has been because of the many structural problems the sector faces in terms of land ownership and use issues, housing laws, financial systems and technology. There is also inexperience in the organisation and management of shelter organisations. ROECSA , ICA Housing and other partners have worked together in addressing these issues. One concrete output has been the finalisation of a regional report on the contribution of co-operatives to shelter development in East and Southern Africa based on five country studies (Kenya, South Africa, Tanzania, Uganda and Zimbabwe).

In 2001-2004, ROECSA will support co-operative development in the region within the context of globalisation and in the light of the impact of liberalisation as per the strategic plan approved by the Regional Executive Committee meeting in August 2000 in Cotonou, Benin. The plan recognises the need for ROECSA's work to be highly focused and to have an impact at the grassroots level. Member organisations gave comments and made submissions during the preparation of the strategic plan.

Regional Office for West Africa (ROWA)

In the current climate of profound change, co-operatives are facing stronger and diversified competition that they need to address through creativity, adaptability, competence and professionalism. Many co-operatives are re-adjusting and restructuring because they are well aware that in the changing business and political environment, their salvation will not come from outside but from within. They will have to take advantage of the opportunities offered by the current privatisation process to establish alliances, partnerships or joint ventures.

To assist its members, ROWA's main activities focused on the creation of a favourable environment for co-operative development, poverty control programmes through primary co-operatives, human resource development and the development of new strategies.

Poverty reduction

Poverty control programmes are being carried out in Benin, Burkina Faso, the Gambia and Senegal by primary co-operatives and women's groups. The main components of these programmes are training, savings and credit, and income generating activities.

Human resource development

ROWA has helped to develop a training guide and to set up training and sensitisation units within five member organisations.

Development of strategies

The changing environment requires the development of strategies that will help to increase the autonomy and improve the professional, technical, human and institutional capacities of co-operative movements in West Africa. A number of activities have been undertaken to develop these strategies including:

- The establishment of an African Co-operative Commodity Exchange (ACCE). A feasibility study will be carried out in 2001.
- The publication of a new gender guide to promote gender balance within co-operatives which was disseminated within unions and primary co-operatives.

- The initiation of a co-operative self-adjustment programme which covers several activities including needs assessment studies (diagnosis), training sessions and a regional seminar. As a result of ROWA's support, five co-operatives have developed self-adjustment programmes.

AMERICAS

Regional Office for the Americas (ROAM)

The region has seen changes in the political climate which have had a positive impact on the co-operative movement. Co-operatives are now finding their place in civil society whereas previously they were often marginalised. Financial co-operatives, however, are still struggling with inadequate legal frameworks, which fail to differentiate savings and loan co-operatives and other financial enterprises.

The region held its Regional Assembly in December in Rio de Janeiro (Brazil). The theme was "Co-operative Identity for the New Millennium". The Regional Assembly was a key activity in terms of member participation and commitment. One concrete output of the meeting was the adoption of a four-year regional strategic plan. The document highlights the regional co-operative movement's main challenges, the current problems and the strategies proposed to meet them. It identifies five major areas of work: legal framework, leadership, integration, capital formation and education, training and sustainability.

During 2000, ROAM has continued to search for new areas of work within the framework of its priorities. It is also actively seeking to identify new contacts with agencies. The office has been in contact with the Inter-American Development Bank to which it presented a document proposing joint activities. It has also continued negotiations on the constitution of the Permanent Technical Secretariat of Ibero-American Integration, which should be created in early 2001.

A committee of co-operative integration was organised for the MERCOSUR region. Agreement has been reached with the Canadian Co-operative Association (CCA) to undertake a study on social impact in the Latin American region, and a methodology for social audit has been developed and validated.

A network of co-operative organisations in the agro-forestry sector was set up. A marketing study for the agro-forestry sector, food industry and software sector is now being negotiated with the ICCI (Iniciativa Canadiense para la Competitividad Industrial).

ROAM has also developed a portal website, MEGACOOP, available at: www.megacoop.com. It will continue to develop and strengthen the MEGACOOP initiative, above all linking it with initiatives for e-commerce. In addition, it proposes to link this effort with other initiatives being developed in other regions.

Two programmes for strengthening co-operative management were initiated, one in Guatemala and the other in Colombia.

Project Office in Argentina (POBA)

The following are the programme highlights for the year 2000:

- Programme for the Regional Insertion of Cooperativa Obrera (Argentine consumer co-operative)

The objective is to promote and strengthen the links between consumer co-operatives and the local community in the context of the 7th co-operative principle, concern for the community.

- Investment Fund for the Development and Consolidation of Co-operative Enterprises

The fund aims to create an investment tool to allow co-operative enterprises in Argentina to secure financing under market conditions for their investment or development projects. The target group is small and medium sized co-operative enterprises which will benefit from capital provided by local co-operative enterprises and individuals.

Tierra del Fuego Self-sustainable Associative Development Pilot Project

The project assists self-employed micro-producers, small entrepreneurs and unemployed people with entrepreneurial skills who reside in Tierra del Fuego, the southernmost province of Argentina. The objective is to find ecologically, socially and economically sustainable options to increase employment in a marginal and climatically vulnerable region. The project also seeks to transfer Finnish know-how and technology on environmental issues, and on ecologically and socially sustainable solutions in forestry, building construction, organic farming, sustainable tourism and advisory services for small and medium-sized enterprises and co-operatives.

CICOPA Programme Argentina

The programme provides advisory services to worker co-operatives (small, medium-sized and pre co-operatives) on management control, commercialisation and financing of co-operatives, promotion of commercial networks, and formulation of productive projects, as well as assistance in designing strategies. The project also grants small loans.

Project Office in Bolivia (FOPROPE)

The main objective of the project is to provide sustainable financial services to the rural population of the region. It seeks to promote and support efforts to establish permanent agencies of credit unions in rural areas. The work is concentrated in four main fields: training, research and development of new technologies, supervision and follow-up of rural financial services, and co-ordination of financial support to new rural agencies in collaboration with other local and international institutions.

Following an evaluation carried out by a team of experts who concluded that the project was relevant and had achieved good results, the Finnish Ministry of Foreign Affairs agreed to support the project for a further period of three years.

EUROPE

Regional Office for Europe (ROEP)

A major activity in 2000 was the organising of the Regional Assembly for Europe held in October in Bratislava, Slovak Republic, where the main topic was: "Successful Co-operative Business in the New Europe". Three working groups discussed various sectoral aspects of the theme including: concentration and cross-border co-operation in the agricultural and consumer sector, partnerships of financial co-operatives to meet globalisation and co-operatives as models for implementing new initiatives.

Also held in conjunction with the Assembly, was the third development workshop at which case studies were presented on economic collaboration between co-operatives in the Nordic countries, the Vishegrad countries and in the UK at a local level.

The Regional Assembly adopted a Development Strategy for Central and Eastern European co-operatives. The strategy defined ICA Europe's role in development and identified the key areas of development, namely, promotion, economic collaboration and management training.

As a follow-up, a number of possible project ideas were developed at the request of member organisations:

- The creation of a multi-ethnic co-operative village in Bosnia and Herzegovina to allow the repatriation of the former inhabitants. The idea is to start with a housing project using the expertise of ICA Housing and the support of the Council of Europe within the Stability Pact of South-East Europe.
- Promotion of entrepreneurship and small and medium-scale enterprise sector in the Caucasus region. This is a project proposal of the UN Economic Commission for Europe (ECE) which includes a co-operative sub-project for the benefit of the consumer co-operative organisations in Armenia, Azerbaijan and Georgia.

- Co-operative development in Bosnia and Herzegovina. There have also been discussions with the KF Project Centre (Sweden) on joint programmes within the framework of their project of management training where ICA would most likely focus on capacity building.

Another major area of focus is that of development. The Development Task Force, which is the advisory body of the regional office composed of representatives from Western Europe and Central and Eastern European countries, has been a useful instrument in discussing ongoing projects and co-ordinating the implementation of the Development Strategy, especially in some key areas such as building and strengthening networks, training and curriculum development, strategic and operational management.

The European experts' group on legislation, another advisory group set up by the regional office, was the main contributor to the Global Legislative Conference in Prague in September.

In 2000 ICA Europe represented 91 member organisations from 37 countries.

The 2001 work programme will include continued focus on promoting the co-operative image through lobbying, and co-operative development in Central and Eastern Europe.

The next Regional Assembly for Europe will be in Lisbon, Portugal, on 10-11 October 2002.

ICA Specialised Bodies

INTERNATIONAL CO-OPERATIVE AGRICULTURAL ORGANISATION (ICAO)

Chairperson: Churll-Hee Won (Korea)
Secretary: Shil-Kwan Lee (Korea)

ICAO focused its activities on two principal issues, the World Trade Organization (WTO), agricultural trade negotiations and capacity building.

The 2nd ICAO workshop, held in September in Seoul, Korea with the continuing support of NACF, gave members an opportunity to broaden and exchange experiences. A two-day field visit to Korean farms and co-operatives was also arranged by NACF.

In conjunction with the ICAO statutory meeting, a half-day seminar on "The Strategic Approach of Agricultural Co-operatives to the WTO Agriculture Negotiations" was held in Rio de Janeiro on 4 December 2000. The event took place within RioCooperativo to ensure global participation of agricultural co-operative leaders. Nestor Osorio, former chairperson of the WTO Agriculture Committee, presented a keynote speech on "Issues and Prospects of the WTO Negotiations". The ICAO general meeting adopted the proposal of ICA Europe to strengthen bilateral collaboration to support agricultural co-operative development in Central and Eastern Europe. The ICAO also prepared and disseminated a discussion paper on "Agricultural Co-operatives in the Transitional Countries".

ICAO had 49 members in 2000, welcoming the National Ko-op Mart Federation of the Republic of the Philippines as a new member.

INTERNATIONAL CO-OPERATIVE BANKING ASSOCIATION (ICBA)

Chairperson: Claude Béland (Canada)
Secretary: Ghislain Paradis (Canada)

ICBA's meeting in Tel Aviv in April dealt mainly with the planning for the Bratislava seminar later in the year. A project for a benchmarking questionnaire on member organisations' use of information technology was submitted but was not accepted, as members foresaw problems with collecting the data, the strategic nature of some of the questions and the tight schedule associated with the exercise.

At the executive meeting in Bratislava in October, representatives from Latin America expressed a desire for closer ties between their banks and the European co-operative banks and for projects of inter co-operation between banks. This topic was discussed further at an informal meeting in Rio de Janeiro in December. The Bratislava seminar, which dealt with information technology as a strategic asset, proved most interesting although participation was low, with just 22 people attending.

The ICBA portion of the ICA website was rewritten during the year. It is much more user friendly, thanks to the efforts of the ICA team, and now includes a list of the regional members as well as members of the executive committee. The conference texts from the seminar and the ICBA journals are also available.

INTERNATIONAL HEALTH CO-OPERATIVE ORGANISATION (IHCO)

Chairperson: Shoji Kato (Japan)
Secretary: Mats Ahnlund (ICA)

The IHCO mainly focused on its contacts with the World Health Organization (WHO) during 2000. Many meetings were held with WHO at different levels, some in collaboration with other NGOs in a group called the NGO Ad Hoc Advisory Group for Health Promotion. IHCO also participated in a semi-

nar on NGOs and health promotion at the World Health Assembly in May, as well as the 5th Global Forum on Health Promotion in Mexico and a follow up conference in Pretoria, South Africa. These contacts resulted in knowledge about health co-operatives being disseminated more widely.

Other activities included regional seminars in Latin America and Asia and lobbying for the financing of health co-operative projects in Nepal and in Palestine. A health co-operative project in West Africa, building on the experience of co-operative clinics in Benin for the benefit of neighbouring states, started on an initiative of IHCO. The Board held two meetings during the year, in Stockholm and Rio de Janeiro.

CONSUMER CO-OP INTERNATIONAL (CCI)

Chairperson: Giuseppe Fabretti (Italy)
Secretary: Mats Ahnlund (ICA)

CCI held two board meetings last year, in Tokyo and Rio de Janeiro. CCI has focused on following up its activity plan, which was accepted by its founding meeting in Quebec City in 1999. Activities include support for its working groups, the most active of which have been the group on Food Quality and the group on Electronic Shopping.

CCI has developed a project proposal for supporting trade between consumer and agricultural co-operatives in Russia. The proposal was presented to the British development agency (DFID) and the Technical Assistance to the Community of Independent States (TACIS) programme of the European Union. Both gave a positive response and proposed changes, which CCI has since adopted. Decisions are still awaited.

The ongoing project in Latin America is now in its fourth year and consumer co-operative activities there continue to increase. CCI has also, through its Japanese member, covered some of the committees of the Codex Alimentarius

INTERNATIONAL CO-OPERATIVE FISHERIES ORGANISATION (ICFO)

Chairperson: Shoji Uemura (Japan)
Secretary: Masaaki Sato (Japan)

Two major meetings were organised during 2000. ICFO annual plenary meeting was held in Yokohama, Japan, in August and its annual seminar on capacity building for fisheries co-operatives took place in China in the autumn.

The plenary focused on significant issues that affect fishers' livelihoods – food security and international trade rules. Members adopted a resolution reaffirming the need to promote community-based fisheries management with government in order to ensure food security. They also stressed the need for national and international trade rules and regulations that secure the sustainability of resources while respecting national culture and traditions. Members agreed to take action in international forums such as the FAO and the WTO.

The ICFO seminar to promote leadership development in fishery co-operatives in Qingdao and Beijing was held under the theme of "Promotion of Fisheries Management in China".

ICFO published its Fishermen's Bulletin in May 2000. At the end of 2000, it had 27 member organisations from 23 countries.

INTERNATIONAL CO-OPERATIVE AND MUTUAL INSURANCE FEDERATION (ICMIF)

Chairperson: Dimon Richard McFerson (USA)
Chief Executive Officer: Hans Dahlberg (Sweden)

ICMIF saw a continuing enhancement of its member-driven services, a rise in demand for core functions, an increase in membership and a surplus of income over expenses in 2000. Among achievements were:

- A comprehensive mutuality report focusing on the financial, social and legislative differences between stock and mutual insurers, building the case against demutualisation.
- A reformatted website www.icmif.org that went live in January after a six-month revamping.

A membership increase to 120 in 65 countries, and closer collaboration with other insurance-related trade associations, notably with AISAM (Association Internationale des Sociétés d'Assurances Mutuelles). Reinsurance services had a record year increase in business written. It oversees premiums of GBP 44 million from 65 members in 39 countries. With an increasingly high profile among inter-governmental organisations, the development function continues to break new ground. An agreement between the credit union apex and ICMIF's member insurer in Ghana, jointly sponsored by ICMIF and CCA, is expected to serve as a model for enhancing credit union insurance services and reinsurance cover in other countries.

The Shared Intelligence Unit, positioning ICMIF as a knowledge hub, made a mark with its week-long in-residence management course which ties in co-operative values and business acumen. Call centres e-commerce and outsourcing are among new collaborative networks initiated by members.

The ICMIF series of mutual funds, steered by the investment network, continues to increase the funds under management and is exploring a retail offering to policyholders of members at the request of smaller members.

The biennial conference in Quebec was attended by a record number of delegates, up 35 per cent on the previous high, and was widely acknowledged by members as achieving high standards of presentations and organisation.

ICA HOUSING COOPERATIVES

Chairperson: Jens Heiser (Germany)
Secretary: Mats Ahnlund (ICA)

The year 2000 focused on preparations for the United Nations conference Habitat II +5 and saw the establishment of a regional committee for the Americas. Also of note, was the signing of and agreement with the ICA Secretariat in Geneva for the provision of secretarial services for an initial two-year period.

ICA Housing agreed to compile best practices into a booklet, highlighting how co-operatives contributed to Habitat +5 implementation. The booklet will be published for distribution to delegates at the UN Habitat II +5 Conference in 2001.

Meetings were held in Glasgow and a workshop on housing was held in Rio de Janeiro, Brazil, in conjunction with the ICA Global Forum in December.

The second newsletter for ICA Housing was published and was perceived as most useful by the members. There are also continuous efforts to improve its website.

ICA Housing welcomed a new member: the UK organisation CDS Co-ops and two supporting members: the Foundation for Social Housing of South Africa and the Association of Homeowner Unions of Russia.

For 2001, ICA Housing plans to have meetings in South Africa, the Baltic region and a seminar for the Asia-Pacific region in conjunction with the ICA General Assembly in Seoul.

INTERNATIONAL ORGANISATION OF INDUSTRIAL, ARTISANAL AND SERVICE PRODUCERS' CO-OPERATIVES (CICOPA)

Chairperson: Marian Rybar (Slovakia)
Secretary: Jan-Eirik Imbsen (ICA)

The CICOPA executive committee met last year in Singapore and Rio de Janeiro. It also organised a joint session with the board of CECOP (the European committee of CICOPA) and held a working session in Brussels.

The regionalisation of CICOPA was the main item in its work plan. With that aim in mind, a meeting was held in Singapore (in conjunction with the ICA Regional Assembly) with representatives of producer and worker co-operatives from the Asia and the Pacific region. A similar meeting was held for the African region in conjunction with the ICA Regional Assembly for Africa in Benin. Representatives of co-operatives in Senegal, Burkina Faso, Tanzania, the Gambia, Cote d'Ivoire and Mauritius participated in a very productive meeting. In addition to electing an executive committee for CICOPA-Africa, the meeting adopted a declaration officially constituting the regional committee.

The various development arms of CICOPA continue to promote worker and producer co-operatives throughout the world. The Spanish organisation is supporting co-operatives in the Americas and Asia through ICA's offices in the regions. CICOPA France-Development is active in West Africa, and CICOPA-Europe is currently implementing a project in Central and Eastern Europe.

INTERNATIONAL ASSOCIATION OF TOURISM CO-OPERATIVE (TICA)

Chairperson: Maurizio Davolio (Italy)
Secretary: Mats Ahnlund (ICA)

TICA membership decreased during 2000 and many of the activities have therefore concentrated on finding new members. Membership is now concentrated, with a few exceptions, on comparatively small co-operatives which operate as "sellers". The larger "buyers" of services are no longer participating.

Membership of TICA also brings automatic membership to BITS (Bureau International de Tourisme Social) based in Brussels and Paris. BITS has adopted TICA working methods based on workshops where buyers and sellers can meet and do business. This has been very successful.

TICA is currently reviewing its membership fees as well as its regional structure, as many Asian and Latin American tourism co-operatives have said that they would join TICA if the fee level were lower.

ICA COMMUNICATIONS COMMITTEE (ICACC)

Chairperson: Poul Dines (Denmark)
Secretary: Karl-Johan Fogelström (ICA)

ICACC's main role is to contribute to the fulfilment of the ICA aims as formulated in the ICA Rules and Standing Orders. Its activities are therefore closely linked to the ICA itself.

In 2000, ICACC concentrated on consolidating its role as an advisory body for ICA's communications policies and strategies. Meetings were held between the ICA director general and the chairperson of ICACC to identify areas of collaboration and develop synergy between the two organisations. This led to the plan of action for the year 2001 which will include a joint meeting between ICACC members and ICA staff involved in communications and a meeting involving the participation of the ICA specialised bodies. The latter will be held in conjunction with ICA General Assembly in Seoul, October 2001.

ICA WOMEN'S COMMITTEE / ICA GENDER EQUALITY COMMITTEE

Chairperson: Vanda Giuliano (Italy)
Secretary: MariaElena Chavez (ICA)

Ensuring that progress was made in promoting gender equality within the ICA and its member organisations was the main focus of the committee during 2000. A major decision taken by the committee was to change its name and to open its membership to both women and men. These changes, adopted by the plenary meeting in Rio de Janeiro in December 2000, were made to reflect its main area of work – that of promoting gender equality.

Noteworthy items during the year were the committee's work in assisting in the preparation of the ICA Gender Strategy – approved by the ICA Board in April 2000 – and in its implementation. Through state-

ments for International Women's Day (8 March), Rural Women's Day (15 October) and participation in co-operative events, the committee raised awareness of members and the ICA leadership to issues related to gender. Of particular note was the participation of the committee in the Women's Forum held during the ICA Regional Assembly for Africa in Benin in August. It also continued tracking progress on the participation of women in decision-making in ICA structures through a "mapping of women" exercise focused on the ICA specialised bodies. Finally, the committee continued to develop its website.

In 2001, the Committee will invite both men and women to become members of the new Committee.

ICA GLOBAL HUMAN RESOURCE DEVELOPMENT COMMITTEE (HRD)

Chairperson: Yehudah Paz (Israel)
Secretary: Jan-Eirik Imbsen (ICA)

The HRD Committee concentrated all its efforts during 2000 on exploring the feasibility of establishing a global virtual co-operative learning centre (CLC). This was in line with the ICA Board review recommendation that ICA should do more for its members in securing the services of high quality managers, motivated to serve co-operative members.

The committee conducted a feasibility survey of alternative options to develop new approaches to management and leadership in co-operatives, and it organised a meeting in Geneva with representatives from a number of institutions involved in co-operative HRD to discuss the conclusions.

Considerable discussion took place on practical issues and participants committed themselves to support the work of the HRD Committee through advice and action in launching the global virtual CLC for co-operative management and leadership. The first stage would consist of developing and testing a portal website to access existing information and programmes and exploring improved access to information technologies in less advanced countries. Language specific sub-groups were considered necessary. Information on these plans will be disseminated through as many channels as possible to attract the participation of additional institutions and individuals.

ICA COMMITTEE ON CO-OPERATIVE RESEARCH (ICACCR)

Chairperson: Roger Spear (UK)
Secretary: Fanja Rasolomanana (ICA)

ICACCR concentrated during 2000 on strengthening regional committees and developing the co-operative researchers' network globally.

The first conference for Asia-Pacific was held in Singapore, in conjunction with the Asia-Pacific Regional Assembly, under the themes "Operationalising Co-operative Principles," and "Co-operative Responses to Challenges in the Changing Environment". The European Committee held its annual meeting in Oslo with the theme "The Co-operative Impulse: Past, Present and Future". This conference saw increasing participation by researchers from Central and Eastern Europe. The first conference in Latin America was held in Rio de Janeiro in conjunction with the ICA Global Forum and ICA Americas Regional Assembly. This meeting led to the creation of a Latin American regional committee.

ICACCR contributes annually to one issue of the *Review of International Co-operation*, published by ICA. The Review 2000 contains selected papers from its international meeting held in Quebec City in 1999.

ICACCR will hold its international conference on 11-13 October 2001 in Seoul, in conjunction with the ICA General Assembly. Regional events include a European conference on the social economy in Gävle, Sweden, in June 2001 and a Latin American conference in Argentina in September 2001.

Audit & Control Committee

REPORT FOR THE YEARS 1999 AND 2000

1. Members of the Committee

Ivar Hansen (Chairman)

Pál Bartus

Wilhelm Kaltenborn

Gun-Britt Mårtensson

Shigenori Takemoto

2. Meetings

Five meetings have been held:

- 26 August 1999 in Quebec
- 8 May 2000 in Geneva
- 5 October 2000 in Bratislava
- 17 April 2001 in Rome
- 11 May 2001 in Geneva

3. Organisation

The Organisation Chart for the Secretariat in Geneva was adjusted in the year 2000 to conform to the agreed priorities. The chart is now made up of seven sections – membership, UN and NGO relations, links to specialised bodies, communications, development, new initiatives and institutional maintenance.

The staff changes in the Secretariat during the period were the following: As a result of a reorganisation of the Communications section in the first half of 2000, Mary Treacy and Amelia Morgado left the organisation. In the middle of the year, Bruce Thordarson left ICA after twelve years as the Director General. He was replaced by Karl-Johan Fogelström from Finland. Martina Donahower, who had been support staff to ICA Europe, left at the end of 2000.

After further reorganisation in the first half of 2001, the Deputy Director General for eleven years, Claes Thorselius, is leaving the ICA as at the end of July 2001. The Development Director now holds all responsibilities regarding the regional offices. Some tasks related to membership issues, earlier held by the Deputy Director General, have been allocated to Mats Ahnlund, who is now in charge of all issues related to membership. MariaElena Chavez has been designated as Deputy Director General, while retaining her responsibilities as before. A Finance & Administration Manager is under recruitment.

The current organisation has been functional, although under-staffed given the current amount of tasks.

As in the past, each individual section is producing detailed annual workplans, which are directly linked to and reconciled with the budget for the year. Progress is regularly reported on and followed up by the respective section and the management.

The reorganisation in the first half of 2001, which is a part of the budget-revising process mentioned under item 5, also affects the regional offices quite strongly. It includes reduction in the number of staff members and changes of some of the regional directors.

4. Financial Situation

4.1 Routine Control

A financial report for the head office is compiled monthly, giving information on revenue and expenses compared to the budget for the current month. The accumulation from the start of the year is compared to both the accumulated budget and the corresponding period in the previous year. The report also includes a regularly updated projection for the full year.

Similar financial reports from each of the regional offices have been compiled on a quarterly basis, which has now proved to be insufficient for a reasonable control of the financial developments in some of the regions. Therefore, the financial reports will now be on a monthly basis for every office.

As is the current practice, there have been several meetings and contacts between the Secretariat, the Auditors and the Chairman of the Committee during the period. On these occasions organisational and control issues have been dealt with.

4.2 Membership Subscriptions

Since 1998, the minimum subscription has been CHF 5,000. In 1999, the total membership subscription reached CHF 2,152,488, which was a decrease of CHF 80,996 from 1998. In the year 2000 the subscriptions increased again by an almost identical amount, CHF 80,147, to reach CHF 2,232,635.

A total of 38 organisations were admitted as new members, including seven as associate members, and 17 were deleted for non-payment of subscriptions or due to voluntary departure in 1999 and 2000. This net increase in membership should have provided almost CHF 100,000 additional income to ICA, whereas there was none. The conclusion is therefore that there are more member organisations in arrears during this period than the previous one. An important element for the payment discipline is that the Board must lead by example. At our latest meeting, 11 May, we sadly concluded that payments had still not been received from five board members and 13 had not provided the proper supporting documentation.

4.3 1999 and 2000 Annual Accounts

The financial statements, 31 December 1999, were the basis for the Committee's Interim Report, as included in the ICA Annual Report for 2000, and made available to the membership in conjunction with this publication.

The financial statements, 31 December 2000, are attached to this report. The entire statements, with notes and schedules, are distributed separately for the General Assembly on 16 October 2001.

The ICA accounts are in conformity with the International Accounting Standards (IAS). On this basis, the Auditors have formed their opinion and issued unqualified and clean Independent Auditor's Reports for 1999 and 2000.

The Committee can report that the two-year period has proved to be financially very difficult, to the extent that ICA has now consumed all its reserves. Due to the necessary write-off of project claims on the European Commission, the result for Geneva in 1999 was a deficit of CHF 118,925. Added to this were deficits in the regional offices for Americas and Asia, to reach an overall deficit of CHF 192,548.

In year 2000, the overall deficit amounted to CHF 1,194,351. The largest part of this, CHF 485,316, was exceptional expenses in the form of compensation to the former Director-General and the former Director of Communications. The second largest part, CHF 392,905, was created in the Americas (ROAM). With sharply decreasing development funding this office had an operational deficit of

CHF 137,584. In addition, receivables/assets from prior years, to the tune of CHF 255,321 could not be justified or substantiated. These have been declared "fundamental errors" and are reported as such in the financial statements. Asia & the Pacific (ROAP) had a deficit of CHF 144,066, which is due to a too large structure compared to the available funding and also delays in the project collaboration with, and thereby funding from, ICA Domus Trust. West Africa (ROWA) had a deficit of CHF 60,969, which was partly due to diminishing project funding but also created by the financial burden of hosting the regional assembly for Africa. Finally, ROECSA had a deficit of CHF 29,058. This was again a result of the decreasing project funding.

In summary, the situation is as follows:

	Actual 2000		Budget 2000		**Actual 1999**		Budget 1999	
	CHF	**%**	CHF	%	**CHF**	**%**	CHF	%
Head Office Operational	**2,561,035**	**37**	2,577,000	32	**2,937,808**	**38**	2,765,600	32
Exceptional Expenses	**485,316**	**7**	-	-	**121,500**	**2**	-	-
Development Programme Cost	**3,922,526**	**56**	5,591,000	68	**4,741,352**	**60**	5,769,400	68
Total Costs	**6,968,877**	**100**	8,168,000	100	**7,800,660**	**100**	8,535,000	100
Covered by:								
Direct Development Support	**3,714,020**	**53.3**	5,352,000	65.5	**4,507,159**	**57.8**	5,439,000	63.7
Member Subscriptions	**2,232,635**	**32.0**	2,260,000	27.7	**2,152,488**	**27.6**	2,180,000	25.5
Interest	**84,788**	**1.2**	115,000	1.4	**153,077**	**2.0**	100,000	1.2
Sales of Publ./Serv.	**116,550**	**1.7**	167,000	2.0	**89,031**	**1.1**	160,000	1.9
Other Revenue - net	**253,531**	**3.6**	299,000	3.7	**779,980**	**10.0**	676,000	7.9
Surplus/Deficit	**-567,353**	**-8.1**	25,000	0.3	**-118,925**	**-1.5**	20,000	0.2
Regional Deficits	**-626,998**	**-9.0**	-	-	**-73,623**	**-0.9**	-	-
Overall Total	**-1,194,351**	**-17.1**	25,000	0.3	**-192,548**	**-2.4**	20,000	0.2

The total turnover for ICA has been reduced by more than 12 per cent over the two-year period. During the same time, the Development Programme has seen a reduction of almost 34 per cent. This is reflected in both the development programme cost and in the direct development support. The reason for this is found in the reduced block funding from some of the traditional partners, which is also a reflection of the generally increasing difficulty in obtaining funding for co-operative development. Although a considerable amount of work within the Development Programme has gone into resource mobilisation during the two years, this preparatory work has not yet materialised into new activities and funding.

We have discussed the 1999 accounts and the 2000 accounts – activities and results – with the Auditors of ATAG Ernst & Young SA and on the basis of their findings, in both years, we can conclude that the 1999 and the 2000 Financial Statements, although showing a terrible result, are now correct and complete.

5. 2001 Budget

The Audit & Control Committee has reviewed the approved Budget for year 2001, which is forecasting a surplus of CHF 100,000. We are also aware that this budget is being revised by the Director-General, in accordance with the mandate given to him by the Board in April 2001. The purpose of that revision is to attempt to increase the surplus further, in order to start building up the reserves again.

As for the envisaged cost cutting plan, the Committee is warning that it could lead to immobilisation of some or all offices, which would damage the image further and make ICA an irrelevant organisation. Considering the resource limitations, the first action should be to concentrate and consolidate the services to a clear and short list of priorities. The regional offices should also make sure that they provide more precise budgets, based only on secured resources.

6. Summary

The Audit & Control Committee will recommend the new Board to address the following issues:

- Review the relation between Secretariat, regional offices and specialised bodies (both global and regional)
- Review the financial consequences of the regionalisation (which should have been done already some ten years ago)
- Review the existence of an own office for ICA Europe or if its activities should be handled directly by the Secretariat.
- Review the diminishing funding for our Development Programmes and possible consequences for the regional offices.
- Recommendations on how to build up reserves of at least CHF 1 million again within a three-year period.
- Recommendations on how to deal with non-paying members
- Review the terms of reference/responsibilities of the Board
- Review the terms of reference/responsibilities of the Director-General and the regional directors.

7. Recommendation to the General Assembly

As a result of our entire examinations and findings, the Audit & Control Committee submits the recommendation to the General Assembly that the audited accounts for the years 1999 and 2000 are approved.

Oslo/ Geneva, 3 July 2001

ATAG ERNST & YOUNG

■ 9, route de Chêne
P.O. Box 48
CH-1213 Petit-Lancy
Switzerland

■ Telephone +41 22 [illegible]
Telefax +41 22 [illegible]

Independent Auditor's Report

To the Members of the

INTERNATIONAL CO-OPERATIVE ALLIANCE

We have audited the accompanying consolidated financial statements on pages 4 to 16 which include the consolidated balance sheet of the International Co-operative Alliance at December 31, 1999 and the related consolidated statement of revenue and expenses and the consolidated statement of cash flows for the year then ended. These financial statements are the responsibility of the International Co-operative Alliance's management. 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 as to whether the financial statements are free of material mis-statement. 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 statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the International Co-operative Alliance at December 31, 1999 and the results of its operations and its cash flows for the year then ended in accordance with International Accounting Standards.

Our examination has been made primarily for the purpose of expressing an opinion on the financial statements taken as a whole. The accompanying Schedules I, II and III are presented as additional information for analysis purposes. While they are not required under International Accounting Standards for a fair presentation of the financial statements on pages 4 to 16, they have been subjected to the tests and other auditing procedures applied in the examination of the financial statements mentioned above.

Geneva, June 7, 2000

ATAG Ernst & Young

Mark Hawkins
Chartered Accountant
(Auditor in charge)

Maria Sournitcheva
Chartered Certified Accountant

■ ATAG ERNST & YOUNG AG offices in Basel, Aarau, Berne, Bienne, Chur, Lausanne, Geneva, Neuchâtel, Lausanne, Lucerne, Lugano, Saint-Gall, La Chaux-de-Fonds, Soleure, Solothurn, Winterthur, Zug, Zurich.
■ Member of the Swiss Chamber of Auditors

INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED BALANCE SHEET

December 31, 1999

	Notes	1999	1998
		CHF	CHF
Assets			
Current assets			
Cash and interest bearing deposits	4	2,688,125	2,504,289
Accounts receivable	5	673,143	704,513
Other receivables and prepaid expenses	6	477,181	420,974
Total current assets		3,838,449	3,629,776
Fixed assets	7	206,226	161,280
Deposits and guarantees	8	37,562	39,691
Total assets		4,082,237	3,830,747
Liabilities, Funds and Reserves			
Liabilities			
Membership organisation creditors		313,790	387,457
Other liabilities, accruals and provisions	9	910,197	941,011
Deferred development support		1,594,037	1,045,518
Total liabilities		2,818,024	2,373,986
Funds and reserves			
Regional special funds	11	(44,896)	28,727
General reserve	12	1,278,034	1,260,381
Development Trust Fund		150,000	150,000
Balance of (deficit)/surplus of activity		(118,925)	17,653
Total funds and reserves		1,264,213	1,456,761
Total liabilities, funds and reserves		4,082,237	3,830,747

INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES

For the year ended December 31, 1999

	Notes	1999	1998
		CHF	CHF
Revenue			
Head office operational revenue			
Subscriptions		2,152,488	2,233,484
Interest income		153,077	103,741
Publications and services		89,031	96,906
Other net income		779,980	295,358
Total head office operational revenue		3,174,576	2,729,489
Direct development support			
Head Office		387,099	853,750
Asia & the Pacific		1,426,594	1,409,818
East, Central & Southern Africa		864,264	731,149
West Africa		524,521	405,356
The Americas		1,304,681	1,834,619
Total direct development support		4,507,159	5,234,692
Total revenue		7,681,735	7,964,181
Expenses			
Head Office operational expenses		2,704,992	2,347,687
Development programme expenses			
Head Office - secretariat		624,108	1,004,731
Asia & the Pacific		1,476,594	1,459,818
East, Central & Southern Africa		939,264	806,149
West Africa		579,521	460,356
The Americas		1,354,681	1,884,619
Total development programme expenses		4,974,168	5,615,673
Total expenses		7,679,160	7,963,360
Surplus from ordinary activities		2,575	821
Extraordinary expense	13	(121,500)	-
(Deficit)/surplus of activity		(118,925)	821
Balance of activity carried forward		17,653	16,832
Allocation to the general reserve	12	(17,653)	-
Balance of (deficit)/surplus of activity		(118,925)	17,653

INDEPENDENT AUDITOR'S REPORT

WITH CONSOLIDATED FINANCIAL STATEMENTS

Year ended December 31, 2000

INTERNATIONAL CO-OPERATIVE ALLIANCE



INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2000

CONTENTS *Page*

Independent Auditor's Report 3

Consolidated Balance Sheet 4

Consolidated Statement of Revenue and Expenses and Funds Deficit 5

Consolidated Statement of Changes in Funds and Reserves 6

Consolidated Statement of Cash Flows 7

Notes to the Consolidated Financial Statements 8-16

Summary Comparison of Revenue and Expenses to Budget and Prior Year 17

ERNST & YOUNG

Ernst & Young Ltd
[illegible]

Independent Auditor's Report

To the Members of the

INTERNATIONAL CO-OPERATIVE ALLIANCE

We have audited the accompanying consolidated financial statements on pages 4 to 16 which include the consolidated balance sheet of the International Co-operative Alliance as of December 31, 2000 and the related consolidated statement of revenue and expenses and funds deficit, the consolidated statement of changes in funds and reserves, the consolidated statement of cash flows for the year then ended and the notes to the consolidated financial statements. 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 consolidated financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the consolidated financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of the International Co-operative Alliance as of December 31, 2000 and the results of its operations and its cash flows for the year then ended in accordance with International Accounting Standards.

Our examination has been made primarily for the purpose of expressing an opinion on the financial statements taken as a whole. The accompanying Schedules I, II and III are presented as additional information for analysis purposes. While they are not required under International Accounting Standards for a fair presentation of the financial statements on pages 4 to 16, they have been subjected to the tests and other auditing procedures applied in the examination of the financial statements mentioned above.

Geneva, May 15, 2001

Ernst & Young Ltd

Mark Hawkins
UK Chartered Accountant
(Auditor in charge)

Daniel Desjardins
Canadian Chartered Accountant

[illegible]

INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED BALANCE SHEET

December 31, 2000

	Notes	2000	1999
		CHF	CHF
Assets			
Current assets			
Cash and cash equivalents	3	804,325	1,439,139
Investments	4	955,136	1,248,986
Accounts receivable	5	373,161	673,143
Other receivables and prepaid expenses	6	286,206	477,181
Total current assets		2,418,828	3,838,449
Fixed assets	7	112,954	206,226
Deposits and guarantees	8	39,115	37,562
Total assets		2,570,897	4,082,237
Liabilities, Funds and Reserves			
Liabilities			
Membership organisation creditors		286,938	313,790
Other liabilities, accruals and provisions	9	805,122	910,197
Deferred development support		1,508,975	1,594,037
Total liabilities		2,601,035	2,818,024
Funds and reserves			
Regional Special Funds		(671,894)	(44,896)
Balance of deficit of activity		(686,278)	(118,925)
		(1,358,172)	(163,821)
General reserve		1,278,034	1,278,034
Development Trust Fund		50,000	150,000
Total funds and reserves		(30,138)	1,264,213
Total liabilities, funds and reserves		2,570,897	4,082,237

See accompanying notes

INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED STATEMENT OF REVENUE AND EXPENSES AND FUNDS DEFICIT

December 31, 2000

	Notes	2000	1999
		CHF	CHF
Revenue			
Subscriptions		2,232,635	2,152,488
Financial income		84,788	153,077
Publications and services		116,550	89,031
Other income		253,531	779,980
Total head office operational revenue		2,687,504	3,174,576
Head Office		469,164	387,099
Asia & the Pacific		1,497,722	1,426,594
East, Central & Southern Africa		467,005	864,264
West Africa		352,860	524,521
The Americas		927,269	1,304,681
Total direct development support		3,714,020	4,507,159
Total revenue		6,401,524	7,681,735
Expenses			
Head Office operational expenses	13	2,561,035	2,937,808
Head Office - secretariat		447,670	391,292
Asia & the Pacific		1,547,722	1,476,594
East, Central & Southern Africa		542,005	939,264
West Africa		407,860	579,521
The Americas		977,269	1,354,681
Total development programme expenses	13	3,922,526	4,741,352
Total expenses		6,483,561	7,679,160
Surplus (deficit) before exceptional expenses		(82,037)	2,575
Exceptional expenses	11	(485,316)	(121,500)
Deficit of activity – Head office		(567,353)	(118,925)
Regional Special Funds (deficit) / surplus			
Asia & the Pacific		(144,066)	(81,876)
East, Central & Southern Africa		(29,058)	38,623
West Africa		(60,969)	9,727
The Americas		(392,905)	(40,097)
Total deficit of the current year		(1,194,351)	(192,548)
Balance of activity carried forward		(163,821)	46,380
Allocation to the general reserve		-	(17,653)
Balance of deficit of funds activity		(1,358,172)	(163,821)

See accompanying notes.

INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED STATEMENT OF CHANGES IN FUNDS AND RESERVES

For the year ended December 31, 2000

	Regional Special Funds				Head Office Funds			
	Asia & the Pacific	East, Central & Southern Africa	West Africa	The Americas	Balance of activity	Development Trust Fund	General Reserve	Total Funds and Reserve
Balances at December 31, 1998	(33,646)	20,220	-	42,153	17,653	150,000	1,260,381	1,456,761
Transfer to General Reserve	-	-	-	-	(17,653)	-	17,653	-
Ordinary (deficit) / surplus for year	(81,876)	38,623	9,727	(40,097)	2,575	-	-	(71,048)
Exceptional expenses for year	-	-	-	-	(121,500)	-	-	(121,500)
Balances at December 31, 1999	(115,522)	58,843	9,727	2,056	(118,925)	150,000	1,278,034	1,264,213
Ordinary (deficit) / surplus for year	(144,066)	(29,058)	(60,969)	(137,584)	(182,037)	-	-	(553,714)
Exceptional expenses for year	-	-	-	-	(485,316)	-	-	(485,316)
Fundamental errors	-	-	-	(255,321)	-	-	-	(255,321)
Utilization of Trust Fund for year	-	-	-	-	100,000	(100,000)	-	-
Balances at December 31, 2000	(259,588)	29,785	(51,242)	(390,849)	(686,278)	50,000	1,278,034	(30,138)

Total - Regional Special Funds deficit at December 31, 1999	(44,896)
Total - Regional Special Funds deficit at December 31, 2000	(671,894)

See accompanying notes

INTERNATIONAL CO-OPERATIVE ALLIANCE

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended December 31, 2000

	2000	1999
	CHF	CHF
Cash flows from operating activities		
(Deficit) surplus from ordinary activities before exceptional items	(82,037)	2,575
Adjustment for depreciation	119,134	160,189
Operating (deficit) surplus before working capital changes	37,097	162,764
Decrease / (increase) in accounts receivable, other receivables and prepaid expenses	490,957	(24,837)
(Increase) / decrease in deposits and guarantees	(1,553)	2,129
Decrease in membership organisation creditors	(26,852)	(73,667)
Decrease in other liabilities, accruals and provisions	(105,075)	(30,814)
(Decrease) / increase in deferred development support	(85,062)	548,519
Cash flows before exceptional items	309,512	584,094
Exceptional expenses	(485,316)	(121,500)
Net cash (used in) / generated from operating activities	(175,804)	462,594
Cash flows from investing activities		
Purchase of fixed assets	(69,552)	(208,245)
Disposal of fixed assets	43,690	3,110
Decrease of investments	293,850	(120,915)
Net cash generated from / (used in) investing activities	267,988	(326,050)
Cash flows from financing activities		
Decrease in Regional Special Funds	(626,998)	(73,623)
Decrease of the Development Trust Fund	(100,000)	-
Net cash used in investing activities	(726,998)	(73,623)
Net (decrease) / increase in cash and cash equivalents	(634,814)	62,921
Cash and cash equivalents at beginning of year	1,439,139	1,376,218
Cash and cash equivalents at end of year (note 3)	804,325	1,439,139

See accompanying notes

INTERNATIONAL CO-OPERATIVE ALLIANCE

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

December 31, 2000

Note 1 - Status and objectives

The International Co-operative Alliance ("the Alliance") is an independent, non-governmental association which unites, represents and serves co-operatives worldwide. The alliance was founded in 1895. The Alliance has more than 230 member organisations from over 100 countries, representing more than 730 million individuals worldwide. In 1946, the Alliance was one of the first non-governmental organisations to be accorded United Nations Consultative Status. Today it is one of the forty-one organisations holding category 1 Consultative Status with the UN Economic and Social Council (ECOSOC).

The Head Office of the Alliance is based in Geneva, Switzerland. The Alliance is organised as a corporate body regulated by Articles 60-79 of the Swiss Civil Code. As of December 31, 2000, the Alliance employed 42 staff (1999: 35 staff), of which 9 staff (1999: 14 staff) were employed by the Head Office. The Alliance 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 mem ber organisations;

(d) to promote sustainable human development and to further the economic and social progress of peo ple, 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.

Note 2 - Summary of accounting policies

a. Accounting convention

These consolidated financial statements have been prepared under the historical cost convention in Swiss Francs, in accordance with International Accounting Standards as issued by the international Accounting Standards Committee ("IASC") and interpretations issued by the Standing Interpretations of the Committee. Certain prior year balances have been reclassified in order to conform to the current year presentation.

b. Consolidation policy

These consolidated financial statements include the assets, liabilities and transactions of the Geneva Head Office of the Alliance and its regional offices for Asia & the Pacific; East, Central & Southern Africa; West Africa; and The Americas. The four regional offices are included in these consolidated financial statements even though they are not carried as investments in the individual financial statements of the Head Office. The similar assets, liabilities, reserves, revenue and expenses are consolidated on a line-by-line basis, and inter-office balances eliminated.

Note 2 - Summary of accounting policies (continued)

c. Fund and Reserve accounting

To ensure observance of limitations and restrictions placed on the use of resources available to the Alliance, the accounts of the Alliance are maintained in accordance with the principles of fund accounting. This is the procedure by which resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purposes.

The Regional Special Funds were created specifically for initiating and implementing new activities, which are deemed to be priorities in the region and for which external resources are not available and therefore those funds are funded by voluntary contributions or special allocations. Each fund has been created to support specific areas and aspects of the Alliance's development policy. The priorities are agreed upon within the annual planning process for each region. These are separate from the General Reserve of the Alliance.

The General Reserve represents an amount set aside as a general reserve fund for the Alliance. The General Reserve and the Development Trust Fund has been built up as part of the Alliance's general policy.

d. Foreign currency translation

The accounting records of the Head Office are maintained in Swiss Francs (CHF). All transactions in other 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 retranslated at the appropriate year end rate. Any differences arising on the retranslation are recognised as revenue or expenses as appropriate.

For the purposes of the Alliance's consolidated financial statements, the balance sheets of the regional offices are translated into Swiss Francs at the year end rates of exchange. Revenue and expense transactions are translated at the average rate for the year. Any resulting foreign exchange differences are classified as equity in accordance with IAS 21.

e. Revenue recognition

In common with many non-profit making organisations, the Alliance follows the cash receipts method of recognising members subscriptions and supplementary revenue. Other revenues including contracted support, bank revenues and revenues from publications and services are recorded on an accrual basis. All expenses are accounted for on an accrual basis.

Note 2 - Summary of accounting policies (continued)

f. Deferred development support

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

g. Fixed assets

Fixed assets acquired by the Head Office and regional offices are capitalised at cost and depreciated according to the straight-line method over the estimated useful life of the asset as follows:

Office equipment	3 to 4 years
Motor vehicles	3 years

h. Contributed facilities and services

Facilities and services that are provided by members or third parties that can be accurately valued are recorded as revenue and expenses.

i. Pension plans

Certain officers and employees of the Alliance are covered by several separate contributory pension plans or their equivalent in the regional offices. The Alliance believes that adequate contributions have been provided to cover the different local social security requirements and national laws.

j. Income tax

In Switzerland, the Alliance 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 Alliance and the Government of the Republic of Tanzania and the Government of 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 Alliance considers it is not subject to local taxation in those countries.

Note 3 - Cash and cash equivalents

Cash and cash equivalents in the consolidated statement of cash flows consist of cash in hand, bank current accounts and short term deposits.

	2000	1999
	CHF	CHF
Current accounts	752,861	1,186,992
Other deposits	51,464	252,147
	804,325	1,439,139

Note 4 - Investments

	2000	1999
	CHF	CHF
Investments	955,136	1,248,986

In November 1996 CHF 950,000 was invested in three different investment schemes as noted below. The value of these investments is marked to market with resulting changes in value recorded in current period interest income. Penalties are imposed for encashment before maturity (between three and five years of the investments being made) to reflect the anticipated capital growth benchmarked at between 6.0% and 7.5% per annum. There is no penalty for withdrawals of up to 10% of the investment value per annum.

The initially invested CHF 950,000 consisted of the following:

a) CHF 566,723 (principal amount of CHF 450,000) with Royal Life International.

The investment has been intended as medium to long term, which is considered to be at least three years for this type of investment. Royal Life International imposes a penalty for encashment before maturity equal to 7.75% of the value of the units if redemption had taken place within the first month of the investment being made reducing monthly at a rate equivalent to 1.55% per annum thereafter and reducing to nil after maturity. This investment will come to maturity on December 12, 2001.

b) CHF 388,413 (principal amount: CHF 250,000) with Clerical Medical International.

The original investment of CHF 250,000 was converted on receipt into Deutschmarks (DEM 304,562). The investment is a with-profits investment with annual bonuses added at maturity of the investment. This investment came to maturity on November 20, 1999 and was renewed for an undetermined period. As the initial maturity date has expired, any subsequent withdrawals are not subject to penalties.

Note 4 - Investments (continued)

c) CHF 250,000 with Scottish Provident International.

The original investment of CHF 250,000 was converted on receipt into U.S. Dollars (USD 195,649). The investment was made in the unit trust Scottish Provident International Investment Portfolio.

The investment has been intended as medium to long term, which is considered to be at least three years for this type of investment. Scottish Provident International imposes a penalty for encashment before maturity equal to 7.75% of the value of the units if redemption had taken place within the first month of the investment being made reducing monthly at a rate equivalent to 1.55% per annum thereafter and reducing to nil after maturity.

This investment came to maturity on January 15, 2000 and was renewed until September 2000 when it was cashed in.

Note 5 - Accounts receivable

Accounts receivable represent funds receivable from project donors for contracted support.

	2000	1999
	CHF	CHF
CCA	-	38,608
City of Madrid	-	84,702
DID	-	15,596
ICA Fisheries Committee	255,066	172,497
POBOL	38,339	53,408
SCC	38,284	72,286
SNCF	-	69,828
Member organisation of Uruguay	-	33,061
Others	41,472	133,157
	373,161	673,143

Note 6 - Other receivables and prepaid expenses

	2000	1999
	CHF	CHF
Staff advances	37,726	97,183
Sundry receivables	230,437	278,883
Prepaid expenses	18,043	101,115
	286,206	477,181

Note 7 - Fixed assets

	Motor vehicles	Office equipment	Total
	CHF	CHF	CHF
Cost			
Balance at January 1, 1999	200,664	830,026	1,030,690
Additions	-	208,245	208,245
Disposals	-	(47,256)	(47,256)
Balance at December 31, 1999	200,664	991,015	1,191,679
Additions	-	69,552	69,552
Disposals	-	(389,536)	(389,536)
Balance at December 31, 2000	200,664	671,031	871,695
Depreciation			
Balance at January 1, 1999	143,904	725,506	869,410
Charge for the year	5,515	154,674	160,189
Disposals	-	(44,146)	(44,146)
Balance at December 31, 1999	149,419	836,034	985,453
Charge for the year	5,159	113,975	119,134
Disposals	-	(345,846)	(345,846)
Balance at December 31, 2000	154,578	604,163	758,741
Net book value			
At December 31, 2000	46,086	66,868	112,954
At December 31, 1999	51,245	154,981	206,226

Note 8 - Deposits and guarantees

This balance of deposits and guarantees represents rental deposits made on behalf of employees for accommodation.

Note 9 - Other liabilities, accruals and provisions

	2000	Increase / (decrease)	1999
	CHF	CHF	CHF
Other creditors and accruals	516,608	(24,490)	541,098
Provision for pensions	200,304	(88,800)	289,104
Other provisions	88,210	8,215	79,995
	805,122	(105,075)	910,197

Note 10 - Commitments

At December 31, 2000, the Alliance is committed with respect to a rental agreement for its Geneva Head Office until November 30, 2001, renewable thereafter, at an annual rent of approximately CHF 132,300.

Note 11 – Exceptional expenses and fundamental errors

In December 1996 the Alliance received acceptance from the European Commission to participate in the project "Statistics and Information of European Co-operatives". Under this project, the European Commission agreed to grant up to ECU 160,635 (approximately CHF 265,000 at the existing rate of exchange). The project was completed in December 1998. During 1999 it became evident that the European Commission would not pay the full amount of ECU 160,635. The 1999 account receivable due by the European Commission of CHF 121,500 was written off in the 1999 consolidated statement of revenues and expenses.

During the year 2000, the Board approved a Head Office restructuring which resulted in exceptional expenses of CHF 485,316 being incurred for redundancy payments to former members of management.

Note 11 – Exceptional expenses and fundamental errors (continued)

During the closing of the year 2000, it was determined that assets with a net book value of USD 157,610 (CHF 255,321) recorded in the year 2000 books of the Regional Office for the Americas, would not be recoverable. As these related to prior year errors, they have been treated as fundamental errors and included in the determination of the net deficit for the year 2000 in accordance with the allowed alternative treatment of International Accounting Standard 8. These are disclosed seperately in the consolidated statement of changes in funds and reserves.

Note 12 - Financial instruments

Financial assets of the Alliance include cash and interest bearing deposits and accounts receivable. Financial liabilities include membership organisation creditors and accounts payable. Accounting policies for financial assets and liabilities are set in Note 2.

a) Credit risk

Cash and interest bearing deposits are placed with a group of international banks with high credit ratings. The maximum credit risk exposure relating to the financial assets included in the cash balance is equal to their carrying amount. Credit risk on accounts receivable is limited as receivables effectively represent donors of funds.

b) Fair value

The fair values of financial assets and liabilities are not materially different from their carrying amounts.

c) Foreign exchange risk

The Alliance 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 of the Regional Offices and is closely monitored by the management.

Note 13 – Operational and development programme expenses

	2000	1999
	CHF	CHF
Head Office operational expenses	2,561,035	2,937,808
Development programme expenses	3,922,526	4,741,352
Total expenses before exceptional expenses	6,483,561	7,679,160

The details by expense type of the Head Office operational expenses and development programme expenses were as detailed below.

	2000	1999
	CHF	CHF
Personnel costs	2,957,105	3,403,635
Travel costs	854,923	1,147,393
Premises costs	349,693	341,655
Office expenses	633,177	526,173
Printing and distribution	114,435	307,075
Outside services	660,023	1,085,977
Development support	861,841	480,268
Meeting costs	505,915	337,011
Financial expenses	148,237	125,003
Other expenses	25,210	(1,406)
Reserve allocation	(626,998)	(73,624)
Total expenses before exceptional expenses	6,483,561	7,679,160
Exceptional expenses	485,316	121,500
Total expenses after exceptional expenses	6,968,877	7,800,660

INTERNATIONAL CO-OPERATIVE ALLIANCE

SUMMARY COMPARISON OF REVENUE AND EXPENSES TO BUDGET AND PRIOR YEAR

For the year ended December 31, 2000

	Actual 2000	Budget 2000	Actual 1999
	CHF	CHF	CHF
Revenue			
Subscriptions	2,232,635	2,260,000	2,152,488
Financial income	84,788	115,000	153,077
Publications and services	116,550	167,000	89,031
Other income	253,531	299,000	779,980
Total Head Office operational revenue	2,687,504	2,841,000	3,174,576
Head Office	469,164	576,000	387,099
Asia & the Pacific	1,497,722	1,530,000	1,426,594
East, Central & Southern Africa	467,005	948,000	864,264
West Africa	352,860	410,000	524,521
The Americas	927,269	1,888,000	1,304,681
Total direct development support	3,714,020	5,352,000	4,507,159
Total revenue	6,401,524	8,193,000	7,681,735
Expenses			
ICA Europe and secretariat	2,458,376	2,461,000	2,853,566
Copac coordination	102,659	116,000	84,242
Total Head Office operational expenses	2,561,035	2,577,000	2,937,808
Head Office - secretariat	447,670	585,000	391,292
Asia & the Pacific	1,547,722	1,580,000	1,476,594
East, Central & Southern Africa	542,005	1,023,000	939,264
West Africa	407,860	465,000	579,521
The Americas	977,269	1,938,000	1,354,681
Total development programme expenses	3,922,526	5,591,000	4,741,352
Total expenses	6,483,561	8,168,000	7,679,160
(Deficit) surplus from ordinary activities before exceptional expenses	(82,037)	25,000	2,575
Exceptional expenses	(485,316)	-	(121,500)
(Deficit) surplus of activity - Head office	(567,353)	25,000	(118,925)
Regional Special Funds (deficit) / surplus			
Asia & the Pacific	(144,066)	-	(81,876)
East, Central & Southern Africa	(29,058)	-	38,623
West Africa	(60,969)	-	9,727
The Americas	(392,905)	-	(40,097)
Total (deficit) / surplus of the current year	(1,194,351)	25,000	(192,548)

ICA Board

President
Mr. Roberto Rodrigues
International Co-operative Alliance (Presidency)
Rua Correia Dias, 184 - 9 andar - conjunto 94
CEP 04104-000 Paraiso
São Paulo
Brazil

Vice-Presidents
Africa
Mr. Ousseynou Dieng
Directeur
Union Nationale des Coopératives Agricoles (UNCAS)
Villa N°10 - Zone B Ballon
B.P. 3225
Dakar
Senegal

Americas
Mr. Miguel Cardozo
Cooperativa Nacional de Ahorro y Crédito (COFAC)
Zabala 1338
CP 11000
Montevideo
Uruguay

Asia and the Pacific
Mr. Mu Li
Vice President
All China Federation of Supply and Marketing Co-operatives (ACFSMC)
45 Fu Xing Men Nei Street
Beijing 100801
China

Europe
Mr. Lars Hillbom
Senior Vice-President, Head Int.Dept.
Kooperativa Förbundet (KF)
Box 15200
Katarinavagen 15
104 65 Stockholm
Sweden

Members
Ms. Rahaiah Baheran
Vice President
National Co-operative Organisation of Malaysia (ANGKASA)
Wisma Ungku A. Aziz, Jalan SS 6/3
Peti Surat 8797, Pejabat Pos Kelana Jaya
46798 Petaling Jaya Selangor
Malaysia

Mr. Claude Béland
520, rue Portland
Mont-Royal, Québec H3R 1V8
Canada

Mr. Valentin F. Ermakov
Chairman of the Council
Central Union of Consumer Societies (Centrosoyus of Russian Federation)
Guilyarovsky Street 57
129839 Moscow
Russia

Mr. Jens Heiser
Baugenossenschaft Dennerstrasse - Selbsthilfe eG
Hufnerstrasse 26
D-22083 Hamburg
Germany

Mr Mutsutami Harada
President
Central Union of Agricultural Co-operatives (JA-ZENCHU)
8-3, Otemachi 1-chome Chiyoda-ku
Tokyo 100
Japan

Ms. Stefania Marcone
Head, International Department
Lega Nazionale delle Cooperative e Mutue (LEGACOOP)
Via A. Guattani 9
00161 Rome
Italy

Mr. David O. Miller
Director
Nationwide Insurance Employers of Wausau
115 Sprague Drive
Hebron, Ohio 43025
USA

Mr. Cyril Moravcík
Co-operative Union of the Slovak Republic
Dru stevnà ùnia Slovenskej Republiky
Bajkalská Str. 25
827 18 Bratislava
Slovak Republic

Mr. James Olesitse
Board Member
Botswana Co-operative Association (BOCA)
P.O. Box 81114
Gaborone
Botswana

Mr. Yehudah Paz
Director, International Relations
Central Union of Co-operative Societies in Israel
24 Ha'arba'a Street
P.O. Box 7151
Tel Aviv 61071
Israel

Mr. Etienne Pflimlin
President
Confédération Nationale du Crédit Mutuel
88-90, rue Cardinet
75847 Paris Cédex 17
France

Dr. Ivan Prikryl
Vice President
Co-operative Association of the Czech Republic
Tesnov 5
11001 Prague 1
Czech Republic

Mr. B.S. Vishwanathan
84, Residency Road
Bangalore 560025
India

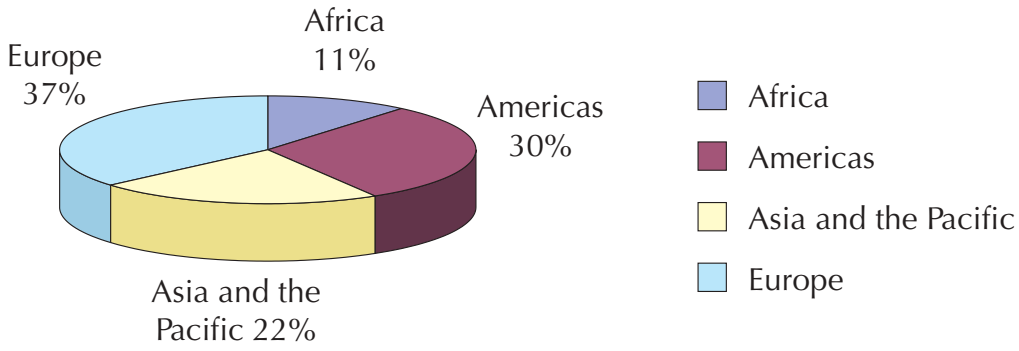
Mr. Lloyd D. Wilkinson
2 Old House
Marsden
Huddersfield HD7 6AS
United Kingdom

Mr. Churll-Hee Won
National Agricultural Co-operative Federation (NACF)
75-1-ka Chungjeong-ro, Jung-ku
Seoul 100 707
Korea (Republic of)

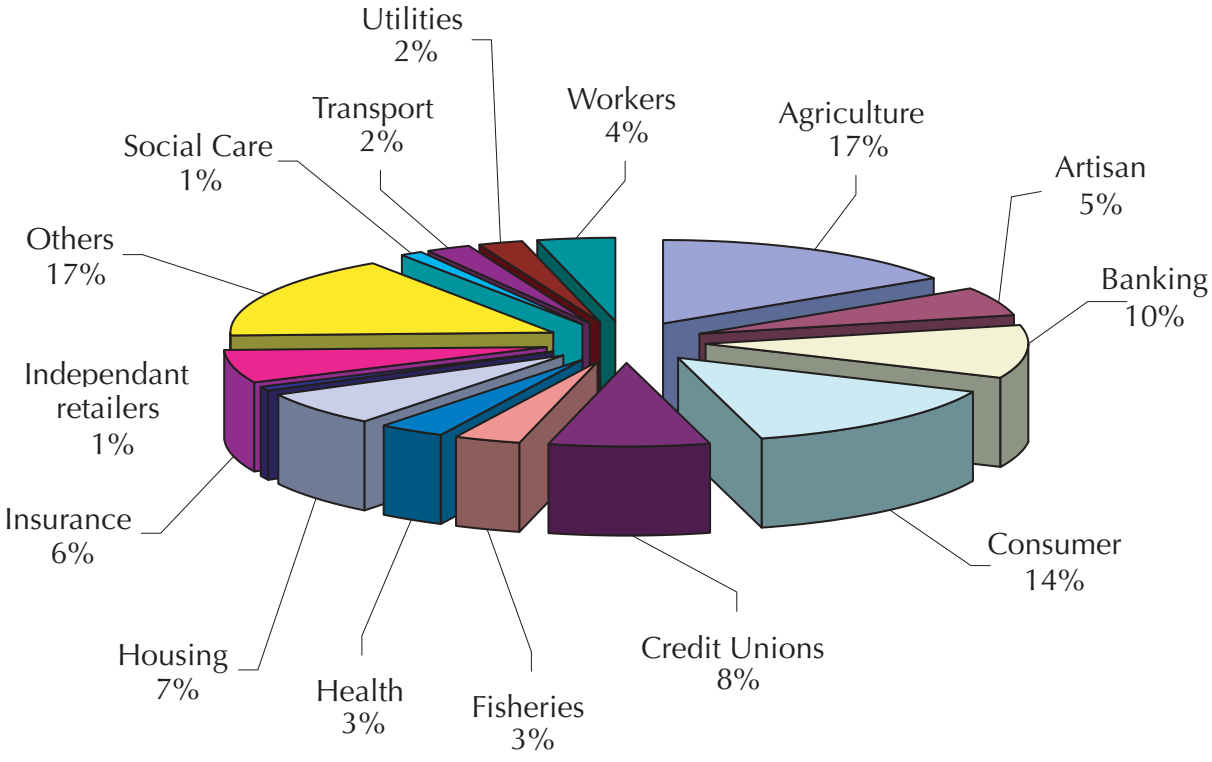
Ms. Elba Echevarria Diaz
Director
Instituto de Cooperativismo (ICOOP)
Universidad de Puerto Rico Facultad de Ciencias Sociales
Recinto de Rio Piedras
P.O. Box 23345
San Juan, 00931-3345
Puerto Rico

Ms. Béatrice Padonou Pede
Board Member
FECECAM Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM-BENIN)
08 BP 0893
Abomey-Calavi
Benin

ICA Membership by Region



Sectors in ICA Membership



ICA members

NATIONAL MEMBERS

Argentina
Asociación Argentina de Cooperativas y Mutualidades de Seguros (AACMS)
Avenida de Mayo 1370 - Piso 1
1362 Buenos Aires

Colegio de Graduados en Cooperativismo y Mutualismo de le Republica Argentina (CGCyM)
Estados Unidos 1354
1101 Buenos Aires

Confederación Cooperativa de la Republica Argentina (COOPERAR)
Maipu 267 - Piso 18
1084 Buenos Aires

Confederación Intercooperativa Agropecuaria (CONINAGRO)
Lavalle 348 - Piso 4
1306 Buenos Aires

Cooperativa de Electricidad Bariloche Ltda. (CEB)
Vice Alte. O'Connor 730
8400 Bariloche, Rio Negro

Federación de Bancos Cooperativos de la Republica Argentina (FEBANC)
Maipu 267 - Piso 18
1084 Buenos Aires

Federación de Cooperativas de Telecomunicaciones Ltda. (FECOTEL)
Lavalle 1728
2146 San Genaro (Santa Fé)

Federación Argentina de Cooperativas de Consumo (FACC)
Uruguay 651 - 10 Piso A
1015 Buenos Aires

Instituto Movilizador de Fondos Cooperativos (I.M.F.C.)
Maipu 73, 5 piso
1084 Buenos Aires

Intercoop Editora Cooperativa Ltda
Estados Unidos 1354
1101 Buenos Aires

Armenia
Union of Consumer Societies (HAYCOOP)
13, Khandgean
375010 Yerevan

Austria
Osterreichischer Verband Gemeinnütziger Bauvereinigungen - Revisionsverband
Bösendorferstrasse 7/II
1010 Vienna

Azerbaijan
Central Union of Co-operatives of Azerbaijan (AZERITTIFAG)
Mamedaliyev Street 11
370005 Baku

Bangladesh
Bangladesh Jatiya Samabaya Union (BJSU)
National Co-operative Union of Bangladesh
Samabaya Sadan 1st floor
9/D Motijheel Commercial Area
Dhaka 1000

Belarus
Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)
17 Prospect Masherova
220004 Minsk

Belgium
Arcopar S.C.
Avenue Livingstone 6
B-1040 Bruxelles

Fédération Belge des Coopératives (FEBECOOP)
Rue Haute 28
B-1000 Bruxelles

OPHACO (Office des Pharmacies Coopératives de Belgique)
Route de Lennik 900
B-1070 Bruxelles

P&V Assurances S.C
Rue Royale 151
PS Building
B-1210 Bruxelles

Benin
Association Coopérative pour le Développement Rural (ACOODER)
B.P. 4
Banikoara

Coopérative Béninoise de Matériel Agricole (COBEMAG)
Route de Djougou
B.P. 161 Zone 1 N 2
Parakou

Fédération des Caisses d'Epargne et de Crédit Agricole Mutuel du Bénin (FECECAM-BENIN)
08 BP 0893
Abomey-Calavi

Union Départementale des Producteurs du Borgou (UDP)
B.P. 1022
Parakou

Bolivia
Cooperativa de Ahorro y Crédito "Jesús Nazareno" Ltda. (CJN)
Calle La Paz N 270
Santa Cruz

Cooperativa de Ahorro y Crédito San Martin de Porres
Av. 26 de Febrero No 797
Av. Landivar (2do. Anillo)
Casilla 1268
Santa Cruz

Cooperativa Multiactiva La Merced Ltda.
Calle Junin 363
Casilla 297
Santa Cruz de la Sierra

Cooperativa Rural de Electrificación Ltda. (CRE)
Av. Bush Esquina Honduras
Casilla 1310
Santa Cruz

Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.)
Calle Chuquisaca N 168
Casilla 567
Santa Cruz de la Sierra

Bosnia-Herzegovina
Co-operative Association of Bosnia and Herzegovina
Zadruzni Savez Bosne i Hercegovine
Branislava Durdeva 10/III
71000 Sarajevo

Botswana
Botswana Co-operative Association (BOCA)
P.O. Box 81114
Gaborone

Brazil
Organization of Co-operatives of Brazil (OCB)
SCS, Ed. Baracat 4. andar
CEP 70309-900
Brasilia DF

Aliança Cooperativista Nacional UNIMED
Confederação de Cooperativas Médicas
SCS Edif. Venâncio 2000,
Q. 08 BL. B-60
CEP 70.333-900
Brasilia

Confederação Nacional das Cooperativas Médicas
UNIMED DO BRASIL
Alameda Santos, 1827 - 15 andar
CEP 01419-909
Sao Paulo, SP

Cooperativa de Consumo (COOP)
Rua Conselheiro Justino, 56
CEP 09070-580
Santo André (Sao Paulo)

Confederación Brasileña de Cooperativas de Crédito (CONFEBRAS)
SCS Qd. 06 n 50 BI A Edif. Sofia,
Sala 507
Brasilia, DF

Uniway Cooperativa de Profissionais Liberais Ltda. (UNIWAY)
Av. Rio Branco, 110/21a.
Rio de Janeiro 20040-001

Bulgaria
Central Co-operative Union (Bulgaria)
99 Rakovski Street
Sofia 1000

National Union of Worker Producers Co-operatives (NUWPC)
11 Dondukov blv.
Sofia 1000

Burkina Faso
Union Nationale des Coopératives Agricoles et Maraîchères du Burkina (UCOBAM)
01 B.P. 277
Ouagadougou 01

Union Régionale des Coopératives d'Epargne et de Crédit du Bam (URCBAM)
Boîte postale 150
Kongoussi, Prov. Du Bam

Canada
Canadian Co-operative Association (CCA)
275 Bank Street, Suite 400
Ottawa K2P 2L6

Conseil Canadien de la Coopération (CCC)
450, rue Rideau Suite 201
Ottawa, Ontario, K1N 5Z4

Cape Verde Islands
Fédération Nationale des Coopératives de Consommation (FENACOOP)
C.P. 416 Achada Grande
Praia

Chile
Cooperativa de Ahorro y Crédito (COOPEUCH)
Avda. L. Bernardo O'Higgins
N 301
Santiago

Cooperativa de Servicios de Protección Medica Particular Ltda. (PROMEPART)
Merced N 280, 3 piso
Santiago

China
All China Federation of Supply and Marketing Co-operatives (ACFSMC)
45 Fu Xing Men Nei Street
Beijing 100801

Colombia
Asociación Antioqueña de Cooperativas (ASACOOP)
Calle 50A N 41-26
Medellin

Asociación Colombiana de Cooperativas (ASCOOP)
Transversal 29 # 35 a-29
A.P. 11575
Santafé de Bogotà D.C. 11575

Confederación de Cooperativas de Colombia (CCC)
Carrera 15 N 9740, Oficina 601
Santafé de Bogotà D.C.

Cooperativa Integral de Trabajo Medico Asociado 'FEMEC'
Autopista Norte N 96-36
Bogotà

Cooperativa Medica delle Valle y de Profesionales de Colombia (COOMEVA)
Calle 13 # 57-50
Cali

Cooperativa de Usuarios de Servicios Medicos de Colombia (USIMEC)
Calle 91 N 29-11 La Castellana
Santafé de Bogotà D.C.

Entidad Promotora de Salud Organismo Cooperativo (SALUDCOOP)
Avenida 13 N 109-20
Santafe de Bogota D.C.,
Cundinamarca

Seguros La Equidad Organismo Cooperativo
Calle 19, N . 668 - Piso 11
Apdo Aereo 30261
Santafé de Bogotà D.C.

Costa Rica
Banco Popular y de Desarrollo Comunal (BPDC)
Avenida 2, Calles 1-3
Apartado 10190-1000
San Jose

Consejo Nacional de Cooperativas (CONACOOP)
Costado Norte Mall San Pedro
San Pedro de Montes de OCA
San Jose

Consorcio de Cooperativas de Consumo de C.R. (CECOOP R.L.)
Lagunilla, Barreal de Heredia 1800 m. al Oeste de Jardines del Recuerdo AP 208 1150 La Uruca
San Jose

Consorcio Cooperativo de Consumo Cartagines (CONSUCOOP)
1 Km al Sur Hospital Max Peralta
Cartago

Consorcio Cooperativo Industrial de Palma Aceitera (CIPA)
Rio Claro de Golfito
Puntarenas

COOPECONPRO R.L. (La Cadena de Supermercados)
Edificio Suma 3 piso
Banco Costa Rica 200 N.
Liberia, Guanacaste

Federación de Cooperativas de Ahorro y Crédito de Costa Rica (FEDEAC R.L.)
250 m. oeste de los Tribunales de Justicia
AP 4748
San Jose 1000

Cote d'Ivoire
Coopérative Agricole du Département de Djiboua (COOPADJI)
B.P. 1733
Divo

Société des Coopératives Agricoles de Agboville (SCAGBO)
Boîte Postale 717
Agboville

Union Régionale des Entreprises Coopératives de la Zone des Savanes de Cote d'Ivoire (URECOS-CI)
B.P. 635
Korhogo

Croatia
Croatian Co-operative Alliance
Hrvatski Zadruzni Savez
Amruseva 8
10 000 Zagreb

Curacao, Neth. Antilles
Federación de Cooperativas de Ahorro y Crédito de las Antillas Holandesas (FEKOSKAN)
Curacaostr. 50
P.O. Box 2089
Willemstad

Cyprus
Co-operative Central Bank Ltd.
8, Gregoris Afxentiou Street
P.O. Box 24537
1389 Nicosia

Cyprus Turkish Co-operative Central Bank Ltd.
P.O. Box 823 Mersin 10 Turkey
Lefkosa

Pancyprian Co-operative Confederation Ltd.
Costi Palama 5, 1st floor
1096 Nicosia

Czech Republic
Association of Agricultural Co-operatives and Companies in the Czech Republic
Hybernská 38
110 00 Prague 1

Co-operative Association of the Czech Republic
Tesnov 5
11001 Prague 1

Denmark
Co-op Denmark (FDB)
Roskildevej 65
DK-2620 Albertslund

Co-operative Union of Denmark
Det Kooperative Faellesforbund (DKF)
Reventlowsgade 14, 2
1651 Copenhagen V

Federation of Danish Co-operatives (Danske Andelsselskaber)
Axelborg, Vesterbrogade
4 a, 2nd floor
1620 Copenhagen V

Dominican Republic
Cooperativa Nacional de Servicios Multiples de Los Maestros (COOPNAMA)
Calle Mayor, Enrique Valverde Edificio Octavio Ramirez
Santo Domingo

Ecuador
Corporacion de Estudios y Desarrollo Cooperativo (CEDECOOP)
Av. Colon 720 y Diego de Almagro
Edificio El Cisne 4to. piso
(Off.4A-4B)
Quito

Egypt (A.R. of)
Central Agricultural Co-operative Union (CACU)
P.O. Box 14 Gizah
Gizah

Central Housing Co-operative Union of Egypt (A.R.E.)
12 El-Nil El-Abyad
St. El Moalemeen Post
C.P. 12411
Cairo

Central Productive Co-operative Union
106 Gamaet El Dewal El Arabia
St. El Mohadessin
C.P. 12411
Cairo

General Co-operative Union of Egypt
70, 26th of July Street, Lebanoun
Sq. El Mohadessin
P.O. Box 452 Dokki - Giza
Cairo

Higher Institute for Agricultural Co-operation
P.O. Box 198 Hadayek Shoubra
Cairo

Higher Institute of Co-operative Management Studies
Ismail Serry Street, El Mounira
Cairo 11562

El Salvador
Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R. L. (FEDECACES)
23 Av. Norte y 25 Calle Poniente
N 1301
San Salvador

Unión de Cooperativas Productoras, Beneficiadoras y Exportadoras de R.L. (UCRAPROBEX)
Bulevar Merliot, Edificio Ucraprobex Poligono C
Ciudad Merliot, La Libertad

Estonia
Central Society of Estonian Consumers Co-operatives (ETK)
7 Narva Road
10117 Tallinn

Fiji
Fiji Co-operative Union Ltd.
P.O. Box 2356, Government Buildings
Suva

Finland
Finnish Consumer Co-operative Association (FCCA)
Fleminginkatu 34 P.O. Box 171
00511 Helsinki

Pellervo
Simonkatu 6 P.O. Box 77
00101 Helsinki

France
Caisse Centrale de Crédit Coopératif (CCCC)
33, rue des Trois-Fontanot
B.P. 211
92002 Nanterre Cedex

Confédération Générale des Sociétés Coopératives de Production (CGSCOP)
37, rue Jean Leclaire
75017 Paris

Confédération Nationale du Crédit Mutuel
88-90, rue Cardinet
75847 Paris Cédex 17

Confédération Nationale de la Mutualité, de la Coopération et du Crédit Agricoles (CNMCCA)
129, bd. St. Germain
75279 Paris Cédex 06

Fédération Nationale des Coopératives de Consommateurs (FNCC)
Tour Mattei
207, rue de Bercy
75012 Paris

Groupement National de la Coopération (G.N.C.)
43, rue de Liège
75008 Paris

Gambia
Federation of Agricultural Co-operative Societies Ltd. (FACS Ltd.)
c/o Department of Co-operation
14, Marina Parade
Banjul

Georgia
Georgian National Alliance of Consumer Co-operation (TSEKAVSHIRI)
7, Freedom Square
380005 Tbilisi

Germany
Deutscher Genossenschafts- und Raiffeisenverband e.V.
Adenauerallee 127
Postfach 12 02 20
D-53106 Bonn

GdW Bundesverband deutscher Wohnungsunternehmen e.V (Berlin)
Mecklenburgische Strasse 57
14197 Berlin

Konsumverband eG
Neue Grünstrasse 18, Postfach 040480
D-10062 Berlin

Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)
Adenauerallee 21
D-20097 Hamburg

Ghana
Ghana Co-operative Council
P.O. Box 4034
Accra

Greece
Institute of Cooperation
8, G. Gennadiou Street
10678 Athens

Panhellenic Confederation of Unions of Agricultural Coops. (PASEGES)
16 Kifissias Avenue
11526 Athens

Haiti
Conseil National des Coopératives (CNC)
P.O. Box 1434
Port-au-Prince

Honduras
Cooperativa de Ahorro y Crédito "Sagrada Familia" Ltda.
6ta. Avenida, Entre 11 y 12 Calle Comayaguela
Contiguo Anexo al Banca Central
Tegucigalpa

Federación de Cooperativas de Ahorro y Crédito, Ltda. (FACACH)
Col. Palmira,
Av. Juan Lindo N . 121
AP 653
Tegucigalpa

Financiera de Cooperativas Agropecuarias Ltda. (FINACOOP)
Col. Alameda, Edificio Logia Mazonica Antiguo
Local UNITEC,
Apartado Postal 1977
Tegucigalpa

Fundación FINACOOP
Colonia Humuya, Sendero Barbecho
Casa N 2356 frente a sala de belleza Yolanda
Tegucigalpa

Hungary
Hungarian Industrial Association (OKISZ)
Thököly ut 58-60
1146 Budapest

National Federation of Agricultural Co-operators and Producers (MOSZ)
1-3 Akadémia u.
1054 Budapest

National Federation of Consumer Co-operatives (CO-OP HUNGARY)
Szabadsàg tér 14
1054 Budapest

India
National Co-operative Union of India (NCUI)
3 Siri Institutional Area
August Kranti Marg.
New Delhi 110016

Indian Farmers Fertiliser Co-operative Ltd. (IFFCO)
IFFCO House 34, Nehru Place
New Delhi 110019

Krishak Bharati Co-operative Ltd. (KRIBHCO)
A-10, Sector 1
Noida 301201 (U.P)

National Agricultural Co-operative Marketing Federation of India (NAFED)
NAFED House, 1 Sidhartha Enclave, Ashram Chowk
New Delhi 110014

National Co-operative Agricultural & Rural Development Banks Fed. Ltd.
"Takhshila" Mahasavdas Pasta Road
Near Chitra Cinema Dadar
Bombay 400014

National Co-operative Consumers Federation Ltd. (NCCF)
92, Deepali Building, 5th floor
Nehru Place
New Delhi 110019

National Co-operative Dairy Federation of India Ltd. (NCDFI)
Post Box 79
Anand 380001 (Gujarat)

National Federation of State Co-operative Banks Ltd. (NAFSCOB)
J.K. Chamber, 5th floor
Plot No.76 Sector 17, Vashi
New Mumbay 400703

National Federation of Urban Co-op Banks & Credit Societies. Ltd. (NAFCUB)
B-14, 3rd floor 'A' Block Shopping Complex, Naraina Vihar
New Delhi 110028

Indonesia
Dewan Koperasi Indonesia (Dekopin) (Indonesian Co-operative Council)
Graha Induk - KUD, Jl. Warung Buncit Raya 18-20
Pejaten
Jakarta Selatan 12510

Indonesian Workers' Co-operative Alliance (Inkopkar/Iwca)
Jl. Tebet Barat Dalam Raya N .15
Jakarta Selatan 12810

Iran (Islamic Rep of)
Central Organization for Rural Co-operatives of Iran (CORC)
753 Valli-e-asr Avenue
P.O. Box 14155-6569
Teheran 15948

Central Union of Rural Agricultural Co-operatives of Iran (CURACI)
78, North Felestin Street
P.O. Box 14155/6413
Teheran 15948

Iran Central Chamber of Co-operative (I.C.C)
North Sohrevardi Ave.
Khorramshahr St. 60
Tehran 15539

Israel
Central Union of Co-operative Societies in Israel
24 Ha'arba'a Street
P.O. Box 7151
Tel Aviv 61071

Coop-Blue Square Consumer Coop
11 Tuval Street
Ramat Gan 52522

Italy
Associazione Generale Cooperative Italiane (AGCI)
Via Angelo Bargoni, 78
00153 Rome

Lega Nazionale delle Cooperative e Mutue (LEGACOOP)
Via A. Guattani 9
00161 Rome

Confederazione Cooperative Italiane (CONFCOOPERATIVE)
Borgo S. Spirito 78
00193 Rome

Japan
Central Union of Agricultural Co-operatives (JA-ZENCHU)
8-3, Otemachi 1-chome
Chiyoda-ku
Tokyo 100

IE-NO-HIKARI Association (Association for Education and Publications Agricultural Co-operatives)
11, Funagawara-ku, Ichigaya Shinjuku-ku
Tokyo

Japanese Consumers'Co-operative Union (JCCU)
Co-op Plaza, 3-29-8 Shibuya
Shibuya-ku
Tokyo 150-8913

The Japanese Workers' Co-operative Union (JWCU)
Tokyo Rodokaikan
2-33-10 Minami-Otsuka,
Toshima-ku
Tokyo 170

National Federation of Agricultural Co-operative Associations (ZEN-NOH)
8-3, Otemachi 1-chome Chiyoda-ku
Tokyo 100-0004

National Federation of Fisheries Co-operatives Associations (ZENGYOREN)
Co-operative Building,
7th floor 1-1-12 Uchikanda
Chiyoda-ku
Tokyo 101

National Federation of Forest Owners Co-operative Associations (ZENMORI-REN)
Co-operative Building, 8th floor 1-1-12 Uchikanda, Chiyoda-ku
Tokyo 101

National Federation of Workers & Consumers Insurance Co-operatives (ZENROSAI)
12-10, Yoyogi 2, Shibuya-ku
Tokyo 151-8571

National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)
7-9 Hirakawa-cho,
2 chome Chiyoda-ku
Tokyo 102-8630

National Press and Information Federation of Agricultural Co-operatives (JA-SHINBUNREN)
2-3 Akihabara, Taito-ku
Tokyo 110

The Norinchukin Bank (Central Co-operative Bank for Agriculture, Forestry & Fisheries)
13-2, Yurakucho 1-chome,
Chiyoda-ku
Tokyo 100-8420

Kazakhstan
Union of Consumer Societies
55 Ul. Konsomolskaya
480091 Almaty

Kenya
Co-operative Bank of Kenya Ltd. (CBK)
Co-operative House
Haile Selassie Avenue
P.O. Box 48231
Nairobi

Co-operative Insurance Company of Kenya Ltd. (CIC)
P.O. Box 59485
Bima House,
6th floor Harambee Avenue
Nairobi

Korea (Republic of)
Korean Federation of Community Credit Co-operatives (KFCCC)
164, Samsung-Dong,
Kangnam-Gu
Seoul 135-090

National Agricultural Co-operative Federation (NACF)
75-1-ka Chungjeong-ro, Jung-ku
Seoul 100 707

National Credit Union Federation of Korea (NACUFOK)
874-1 Bangbae-dong Socho-gu
Seoul 137-061

National Federation of Fisheries Co-operatives (NFFC)
11-6, Shincheon-dong Songpa-ku
Seoul 138-730

National Forestry Co-operatives Federation (NFCF)
111-5, Samjeon-Dong, Song-ku
Seoul 138-050

National Livestock Co-operatives Federation (NLCF)
451, Songnae-Dong, Kangdon-Ku
Seoul 134-763

Kuwait
Union of Consumer Co-operative Societies
P.O. Box 1836 Sanaa Street
Kuwait 13019

Latvia
Latvian Central Co-operative Union (TURIBA)
14 Terbatas Street
LV-1011 Riga

Lithuania
Lithuanian Union of Consumer Co-operative Societies (LITCOOPUNION)
28/2 Gedimino Avenue
Vilnius

Malaysia
Malaysian Co-operative Insurance Society Ltd. (MCIS)
'WISMA MCIS' Jalan Barat
P.O. Box 345 46916 Petaling Jaya
Selangor Darul Ehsan

Malaysian Consumer Co-operative Society Ltd. (MCCS)
N 11 & 13, Jalan PJS 10/24 Bandar Sri Subang
46000 Petaling Jaya Selangor

National Co-operative Organisation of Malaysia (ANGKASA)
Wisma Ungku A. Aziz, Jalan SS 6/3
Peti Surat 8797,
Pejabat Pos Kelana Jaya
46798 Petaling Jaya Selangor

National Land Finance Co-perative Society Ltd.
Koperasi Kebangsaan Permodalan Tanah Berhad
10th floor, Wisma Tun Sambanthan
Jalan Sulaiman, P.O. Box 12133
50768 Kuala Lumpur

Malta
Apex - Organisation of Co-operatives (Malta)
18, St. Francis Street
Balzan

Mauritius
Mauritius Co-operative Union (MCU)
Co-operative House 3, Dumas Street
Port Louis

Mexico
Asociación Nacional de Uniones Regionales de Sociedades de Ahorro y Prestamos (ANURCO)
Gonzales Ortega N 686 Sector Hidalgo, CP 44280
Guadalajara

Cooperativa de Vivienda y Consumo Nuestro Hogar
Calle 3 N 47 Esq. Col Primero de Mayo
Col Alce Blanco, CP 53370
Naucalpan, Edo. de Mexico

Confederación Mexicana de Cajas Populares (CMCP)
Amado Nervo N 500 Col. Capitan Caldera
78250 San Luis Potosi S.L.P.

Confederacion Nacional Cooperativa de Actividades Diversas de la Republica Mexicana S.C de RL. (C.N.C)
Insurgentes Sur 1457 Col. Insurgentes Mexcoac
C.P. 03920 Del. Benito Juarez
Mexico

Confederación Nacional Mexicana de Cooperativas de Ahorro y Prestamo (CNMCAP)
Blvd. Adolfo Lopez Mateos N 306 OP Desp. 4 centro
Leon, Guanajuato

Moldova (Republic of)
Central Union of Consumers Co-operatives of the Republic of Moldova (MOLDCOOP)
67, Stephen the Great Street
Kishinev 2001

Mongolia
Mongolian Association of Private Herders' Co-operatives
P.O. Box 21/787
Ulaanbaatar 211121

Morocco
Office du Développement de la Coopération
13, rue Dayat Aoua Agdal
B.P. 1297 Rabat

Myanmar
Central Co-operative Society
334-336, Strand Road
Yangon

Nepal
National Co-operative Federation of Nepal
Bijuli Bazar
G.P.O. Box 11859
Kathmandu

Netherlands
National Co-operative Council for Agriculture and Horticulture (NCR)
Prinsevinkenpark 19
Postbus 29774
2502 LT Den Haag

Nicaragua
Union Nacional de Agricultores y Ganaderos (UNAG)
Ofinica de Comunicaciones y Relaciones Intern.
De donde fue el Cine Dorado 1 cuadra arriba
y medio hacia el lago, AP 4526,
1 cuadra arriba, 1/2 de lago
Managua

Norway
Coop Norway (NKL)
P.O. Box 1173 Sentrum
0107 Oslo

Norwegian Federation of Co-operative Housing Associations (NBBL)
Box 452 Sentrum Ovre Vollgt. 11
N - 0104 Oslo

The Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke)
Schweigaardsgt 34c
P.O. Box 9347 Gronland
0135 Oslo

VAR Bank AS
Henrik Ibsensgt. 9
Box 776 Sentrum
0106 Oslo

Pakistan
National Co-operative Union of Pakistan
c/o Federal Bank for Co-opeatives Bldg.
Sector G-5 P.O. Box 1218
Islamabad

Sind Gov. Employees Co-operative Housing Society Ltd.
558-A Block 5, Gulshan-E-Iqbal
Karachi 47

Palestine via Israel
The Agricultural Co-operative Union (ACU)
P.O. Box 986
Nablus

Paraguay
Central Cooperativa Nacional de Ahorro y Crédito (CREDICOOP)
Avenida Defensores del Chaco
No. 1747
Fernando de la Mora, A.P. 1953
Asunción

Cooperativa Multiactiva Medalla Milagrosa
Pedro Getto c/Ruta Mariscal Estigarribia
Fernando de la Mora

Cooperativa de Producción, Consumo, Ahorro y Crédito de Profesionales de Salud Ltda. (COOMECIPAR)
Rio de Janeiro N 597
Esq Rosa Peña
Asunción

Cooperativa Universitaria Ltda.
Av. Colon N 1749
esquina Quinta Ave.
Asunción, CC 2703

Confederación Paraguaya de Cooperativas (CONPACOOP)
Azara N 479 entre Mexico y Caballero
Asunción

Federación de Cooperativas de Produccion Ltda. (FECOPROD)
Azara 551 con México, Edificio "Don Juan" 1 Piso
Casilla 2080
Asunción

Peru
Cooperativa de Ahorro y Crédito 'PETROPERU'
Av. San Francisco Lazo 1801, Lince
Lima

Philippines
National Confederation of Co-operatives Inc. (NATCCO)
227 J.P. Rizal Street, Project 4
Quezon City 1109

Poland
National Association of Co-operative Savings and Credit Unions (NACSCU)
Ul. Wladyslawa IV 22
81-743 Sopot

National Auditing Union of Workers' Co-ops (ZLSP)
Zwiazek Lustracyjny Spoldzielni Pracy
Ul. Zurawia 47
00-680 Warsaw

National Co-operative Council (Poland)
Krajowa Rada Spoldzielcza
Ul. Jasna 1 Skrytka Poczt. 16
00-950 Warsaw

National Supervision Union of Consumer Co-operatives (SPOLEM)
Ul. Grazyny 13/15
02-548 Warsaw

Portugal
Federaçao Nacional das Cooperativas de Consumo (FENACOOP)
Rua da Guiné 8R/c dto
1170-173 Lisbon

INSCOOP - Instituto António Sérgio do Sector Cooperativo
Rua D.Carlos de Mascarenhas 46
1070-083 Lisbon

Puerto Rico
Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)
P.O. Box 1056
Arecibo PR 00613-1056

Cooperativa de Ahorro y Crédito Dr. Manuel Zeno Gandia
P.O. Box 1865
Arecibo PR 00613-1865

Cooperativa de Seguros Multiples de Puerto Rico
Calle Nevarez, Esq. Americo Miranda Villa Nevarez
P.O. Box 363846
San Juan, 00936

Cooperativa de Seguros de Vida de Puerto Rico (COSVI)
P.O. Box 363428
San Juan, 00936-3428

Instituto de Cooperativismo (ICOOP)
Universidad de Puerto Rico Facultad de Ciencias Sociales
Recinto de Rio Piedras
P.O. Box 23345
San Juan, 00931-3345

Liga de Cooperativas de
Puerto Rico
458 Ferdando Calder,
Urb. Roosevelt Halto Rey
P.O. Box 360707
San Juan, 00936-0707

Romania
Central Union of Consumer and
Credit Co-operatives
(CENTROCOOP)
Brezoianu Street 31 Sect. 1
Bucharest 70711

Romanian National Association of
Handicraft & Production
Co-operatives (UCECOM)
46-48 Calea Plevnei St.
Bucharest 1

Russia
Central Union of Consumer
Societies (Centrosoyus of Russian
Federation) International
Department
Guilyarovsky Street 57
129839 Moscow

Koopvneshtorg Ltd. (Coop-Trade)
15 Bolshoy Cherkaskky per.
103626 Moscow

Moscow Regional Union of
Consumer Societies
41 Prospect Vernadskogo
Moscow 117981

Senegal
Union Nationale des Coopératives
Agricoles (UNCAS)
Villa N 10 - Zone B Ballon
BP 3225
Dakar

Singapore
Singapore National Co-operative
Federation Ltd. (SNCF)
510 Thomson Road # 12-02,
SLF Building
Singapore 298 135

Slovak Republic
Co-operative Union of the
Slovak Republic
Dru stevnà ùnia Slovenskej
Republiky
Bajkalská Str. 25
827 18 Bratislava

Slovenia
Co-operative Union of Slovenia /
Zadruzna Zveza Slovenije
Miklosiceva 4
1000 Ljubljana

Spain
Confederación de Cooperativas
Agrarias de España
C/. Agustin de Bethencourt 17-4
28003 Madrid

Confederacio de Cooperativas de
Catalunya
Calle Jonqueres 16, 3er A.
08003 Barcelona

Confederación de Cooperativas de
Euskadi
C/Reyes de Navarra 51
01013 Vitoria-Gasteiz

Confederación Española de
Cooperativas de Trabajo Asociado
(COCETA)
c/Vallehermoso, 15-1.
28015 Madrid

Federación de Cooperativas
Madrileña (FECOMA)
Plaza de Navafría 3
28027 Madrid

Fundación Espriu
Av. Josep Tarradellas, 123-127,
4 piso
08029 Barcelona

Unión Nacional de Cooperativas
de Consumidores y Usuarios de
España (UNCCUE)
Plaza Navafria 3
28027 Madrid

Sri Lanka
Federation of Thrift & Credit
Co-operative Societies Ltd.
12 Edmonton Road
Colombo 06

National Co-operative Council
of Sri Lanka
Co-operative House,
455 Galle Road
P.O. Box 1469
Colombo 3

Sri Lanka Consumer Co-operative
Societies Federation Ltd.
Saunders Place 11
Colombo 12

Sweden
Federation of Swedish Farmers (LRF)
Klara Ostra kyrkogata 12
105 33 Stockholm

Folksam Insurance Group
Folksam Building
Bohusgatan 14
106 60 Stockholm

HSB: Riksförbund (Union of
Housing Co-operatives)
Fleminggatan 41
Box 8310
104 20 Stockholm

Kooperativa Förbundet (KF)
Box 15200
Katarinavagen 15
104 65 Stockholm

Riksbyggen (Co-operative Housing
Union)
Kungsbron 21
106 18 Stockholm

Swedish Co-operative Housing
Organisation SBC
Katrinebergsbacken 35 Box 47650
117 95 Stockholm

Union of Co-operative Guilds
(Konsumentgillesforbundet KK)
Box 15 139
104 65 Stockholm

Tanzania
Tanzania Federation of
Co-operatives Ltd. (TFC)
Co-operative Building,
9th floor Lumumba Street
P.O. Box 2567
Dar-es-Salaam

Thailand
Co-operative League of Thailand
13 Pichai Road, Dusit
Bangkok 10300

Tonga
Tonga Co-operative Federation Ltd.
(T.C.F.)
Tanfahan Road, P.O. Box 1272
Nuku'alofa

Turkey
Central Union of Turkish Agricultural Credit Co-operatives
Akdeniz Cad. N 169
06490 Bahcelievler Ankara

National Co-operative Union of Turkey (NCUT)
Paris Cad. N 24/3 Kavaklidere
06540 Ankara

Pankobirlik (Union of Sugar Beet Growers Co-operatives)
Mithatpasa Cad. No 19 Yenisehir
06420 Ankara

Taris Union of Agricultural Co-operative Societies
1492 Sokak N 14 tr
35230 Alsancak Izmir

Turkish Co-operative Association
Mithatpasa Caddesi 38/A Kizilay
06420 Ankara

Turkmenistan
Union of Consumer Societies (Turkmenpotrebsoyuz)
Pr. Swobody 96
744000 Ashkhabad-30

Uganda
Uganda Co-operative Alliance Ltd. (UCA)
Plot No. 47/49 Nkrumah Road
P.O. Box 2215
Kampala

Ukraine
Central Union of Consumer Societies of Ukraine (UKOOPSPILKA)
7/11 Kreshatik Street
Kiev 252001

United Kingdom
Co-operative Group (CWS) Ltd.
New Century House, Corporation Street
P.O. Box 53
Manchester M60 4ES

Co-operative Insurance Society Ltd. (CIS)
Miller Street
Manchester M60 0AL

Co-operative Union Ltd.
Holyoake House, Hanover Street
Manchester M60 0AS

Plunkett Foundation
23 Hanborough Business Park Long Hanborough
Oxford, OX29 8SG

The Co-operative Bank plc
1 Balloon Street P.O. Box 101
Manchester M60 4EP

The Northern Ireland Federation of Housing Associations (NIFHA)
38 Hill Street
Belfast BT1 2LB (Northern Ireland)

Uruguay
Asociación de Cooperativas de Inversiones y Consumo (ACAC)
Plaza Independencia 749, oficina 302
Montevideo

Cooperativa de Ahorro y Crédito de Uruguay (CAYCU)
Calle Central 8 de Octubre, 3440
CP 11400
11400 Montevideo

Cooperativa Nacional de Ahorro y Crédito (COFAC)
Zabala 1338
CP 11000
Montevideo

Centro Cooperativista Uruguayo (CCU)
Eduardo Victor Haedo 2252
CP 11200
Montevideo

Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)
Av. 18 de Julio 948, Oficina 602
Montevideo 11100

USA
ACDI/VOCA
50 F Street N.W., Suite 1075
Washington, DC 20001

Co-operative Housing Foundation (CHF)
8601 Georgia Avenue, Suite 800
Silver Spring, Maryland 20910

National Co-operative Bank (NCB)
1401 Eye Street, N.W. Suite 700
Washington, DC 20005

National Co-operative Business Association (NCBA)
National Cooperative Business Center
1401 New York Avenue N.W., Suite 1100
Washington, DC 20005

Nationwide Insurance Enterprise
One Nationwide Plaza 3-14-05
Columbus, Ohio 43216

Venezuela
Centro Interdisciplinario de Investigación, Formación y Documentación de la Economia Cooperativa (CIRIEC)
Los Chaguaramos, A.P. 47 755
Caracas 1041

Vietnam
Vietnam Co-operative Alliance (VCA)
77, Nguyen Thai Hoc Street
Hanoi

Yugoslavia
Co-operative Union of Yugoslavia
Makedonska St. 21
11000 Belgrade

INTERNATIONAL MEMBERS

Panama
Confederación Latinoamericana de Cooperativas de Ahorro y Crédito (COLAC)
Av. Justo Arosemena
Calles 43-44 Bella Vista 4-13
3280 Panamá 3

Russia
International Council for Consumer Cooperation (CONSUMINTER)
41 Prospect Vernadskogo
Moscow 117981

Thailand
Association of Asian Confederation of Credit Unions (ACCU)
36/2 Moo 3 Soi Malee-Suanson
Ramkhamhaeng Road, Bangkapi-Box 24-171
Bangkok 10240

USA
World Council of Credit Unions (WOCCU)
P.O. Box 2982
5710 Mineral Point Road
Madison, WI 53701-2982

ASSOCIATE MEMBERS

Australia
Australian Centre for Co-operative Research & Development (ACCORD)
c/o Charles Sturt University
Sidney

Co-operative Federation of New South Wales Ltd.
P.O. Box 556
Willoughby 2068
Sidney

Indonesia
Institute for Indonesian Co-operative Dev. Studies (LSP21)
Lembaga Studi Pengembangan Perkoperasian Indonesia
Jl. Gunung Sahari 111/7,
P.O. Box 3460
Jakarta 10610

Mauritania
Terre Vivante
ONG de Développement Holistique
B.P. 1848
Nouakchott

Namibia
Co-operatives Advisory Board (Namibia)
Ministry of Agriculture, Water & Rural Development
Division of Co-operative Development
Box 13184
Windhoek

Spain
Confederación Empresarial Española de la Economía Social (CEPES)
Calle Vallehermoso 15 1 planta
28015 Madrid

Editorial and administrative office:

International Co-operative Alliance
15, route des Morillons, CH-1218 Grand-Saconnex, Geneva, Switzerland
Tel.: + 41 22 929 88 88 Fax: + 41 22 798 41 22
Administration E mail: ica@coop.org

Web Site at: http://www.coop.org

Printed by SRO-KUNDIG SA, 1219 Châtelaine, Geneva
ISSN 0034-6608 - ISBN 92 9054 007 9