

ANNUAL REPORT 1996-97 VOL 90 No. 2



VIEW OF INTERNATIONAL CO-OPERATION

INTERNATIONAL CO-OPERATIVE ALLIANCE



**Review of International Co-operation**  
**Volume 90 No. 3/1997**

Editor: Mary Treacy

CONTENTS

<i>ICA's President Review of 1996-1997</i> .....	1
<i>Director-General's Report</i> .....	4
<i>ICA Board</i> .....	6
 <b>ICA Secretariat Activity Reports</b>	
<i>Membership</i> .....	11
<i>Statistics</i> .....	15
<i>Personnel (included in Report of the Audit and Control Committee)</i> .....	17
<i>Communications</i> .....	23
<i>ICA and the United Nations</i> .....	26
<i>Development</i> .....	32
<i>European Region</i> .....	32
 <b>Reports of the Specialised Bodies</b>	
<i>Agriculture</i> .....	35
<i>Banking</i> .....	37
<i>Consumer</i> .....	40
<i>Fisheries</i> .....	43
<i>Health</i> .....	45
<i>Housing</i> .....	47
<i>Insurance</i> .....	49
<i>Tourism</i> .....	54
<i>Trade</i> .....	56
<i>Workers</i> .....	59
 <i>Communications</i> .....	63
<i>HRD</i> .....	65
<i>Research</i> .....	67
<i>Women</i> .....	72
 <i>Report of the Auditors</i> .....	75
<i>1997 ICA Structure and Functions</i> .....	80

## ICA PRESIDENT'S REVIEW OF 1996-97



1996 was the Year of the Regional Assemblies when the priorities and concerns of co-operatives from a regional perspective were given full rein for the first time, at least from the constitutional point of view. It took ICA a century to reach this point. In retrospect this seems a long time to recognise that this venerable world body is only as effective as the sum of its parts. But the Tokyo Congress of 1992 adopted the rules to give effect to the creation of a strong regional structure. 1994/95 saw the foundations laid for regional governance, the first assemblies and the nomination of regional Presidents (ICA-Vice Presidents). In 1996 those achievements were built upon in each of the four regions by highly successful assemblies which determined priorities appropriate to the Region concerned. For me, personally, it was a particular cause of satisfaction that my wife, Jenny, and I were able to attend each of the Regional Assemblies and to witness at first hand the problems and opportunities of co-operatives on the ground. Each Vice-President made us very welcome as did the host organisations in Malaysia, Senegal, Hungary and Costa Rica; to them go our grateful thanks. Following the Centennial Congress, the ICA Board convened in Miami in December 1995 and set for itself a number of priorities and determined or, in some cases, reaffirmed its principal strategies. Amongst the issues which the Board addressed then and to which it has returned since were:

- relations and liaison with Specialised Bodies;
- gender issues: improving the representation of women in the national and international movements;
- formulation of a corporate communication strategy;
- creation of a Development Trust;
- developing and expanding ICA membership;

- review of ICA constitution;
- strengthening links with the United Nations system.

*During 1997 there has been progress with most of these themes. The Board appointed a member to liaise with each of the recognised Specialised Bodies, to represent the views of the Board to the organisation concerned and vice-versa. The object of this liaison role is to ensure that the ICA and the associated organisations remain in step with each other and can jointly advance the interests of the co-operative movement in their particular sector or area of activity.*

*One of the priorities I have personally sought to carry forward as President has been the issue of gender. There are belated and somewhat ambiguous signs of progress here. The Board at its meeting in Uganda in April, 1997 (the first ever Board meeting in Uganda) resolved that the new Elections Committee, which the Board has set up to assist the election process at the forthcoming General Assembly, will "make every effort to have women nominated for the Board," there being a provision, failing this, for co-option of women. It takes much pressure to change the culture, traditions, and habits of generations, but this is an area in which the ICA should lead the way and indeed in some countries and regions is actually doing so. It is proposed also that the ICA Board should increase from 16 members to 20 and this will be put to the General Assembly in Geneva in September. Mary Treacy gives details elsewhere in this report and in the Review 3/97 on the ICA Four-year Communication Strategy which includes the development of the ICA Internet Web site, a targeted TV strategy, the setting up of databases on the co-operative movement, future plans for a global communications policy and plans to set up a subcommittee on Communications and Trade. These projects are seen as vital elements in promoting the ICA as a thoroughly up to date organisation to its world wide audience.*

*The Development Trust has virtually cleared the hurdles in the way of setting it up. Members now need to be encouraged to provide it with discretionary funds to enable the Trustees (namely members of the ICA Board) to consider appropriate cases to assist co-operatives and co-operators outside the scope of conventional project funding. Bjorn Genberg has now taken up his duties as Development Director; he will be based in Nairobi. He brings extensive in-depth experience, particularly on the African continent, to this challenging job. Mats Ahnlund has been advising the Director-General and the Board on how to broaden the international membership base and how to navigate through some of the constitutional complexities associated with computing ICA subscriptions. Twenty-nine new members have been admitted in 1996/97 and there has been a good positive response to the membership survey. But Mats Ahnlund will be spending his time familiarising himself with the different requirements of members in different parts of the globe. MariaElena Chavez in her new post as Director, United Nations liaison, has made her mark in fashioning a productive working relationship with the UN and improving partnerships with the UN and NGO community, in registering the ICA's key role as No.1 NGO as Coordinator of COPAC. MariaElena has also assumed the role of Secretary of the ICA Global Women's Committee to underline the importance which the ICA Board attaches to the development of gender policies.*

*I know that members will wish to acknowledge the outstanding service to international co-operation for many years of Raija Itkonen of Finland and of Ota Karen of the Czech Republic. Although Hasle Nielsen of Denmark has served on the ICA Board a shorter period he has been a colleague whose judgment and wisdom are highly valued. We shall miss them in the ICA Board room and convey to them our thanks for their service to the Alliance and good wishes for the future.*

*I am sad that I shall not be standing again for election as President ICA, contrary to my original intention. The reasons for the decision are by now well known, but for the record they are that my own Society, the CWS in the UK, will require most of my attention for the next year or two. So, regretfully, after five years as a Board member I must step down. I owe a debt of gratitude to my long serving and distinguished predecessor, Lars Marcus, as well as to my fellow Board members, to Bruce Thordarson and his ICA management colleagues for their friendship and support. Above all, I wish my successor a happy, constructive and productive period in office as ICA-President.*

*With Co-operative Greetings,  
Graham Melmoth,  
ICA President.  
May, 1997*

## DIRECTOR-GENERAL'S REPORT



*The Secretariat Reports which follow indicate the progress which has been made during the last year in following up on the priorities identified by the ICA Board at its planning session in December 1995.*

*Information remains a key component of all ICA activities. Efforts are underway to reach a wider audience through production of publications in more of the ICA's official languages and by use of the Internet and the production and dissemination on video news releases on the co-operative movement. The need to improve co-operative statistics is being addressed through a global project, beginning in Europe with a project funded by the European Union. A new corporate communications strategy for all ICA offices is under preparation.*

*Co-operatives continue to play a visible role on UN agendas. As a result of the ICA's consultative status, and through collaboration with its specialised organisations for housing and agriculture, it was possible for co-operatives to have their views expressed in 1996 at the Istanbul Habitat Conference and the Rome Food Summit. As in the case of previous UN Summits in Copenhagen and Beijing, the final conference documents remind governments of the importance of co-operative enterprise. ICA continues to play an active role in COPAC, whose current priority is to help the UN develop guidelines regarding the proper relationship between co-operatives and governments.*

*Development remains the focus of ICA's network of regional offices. The ICA development budget, now legally placed in the new ICA Development Trust, is thereby separated from the regular ICA budget, although it continues to be implemented by the same ICA staff members. Financial constraints remain a common problem for all offices, in keeping with the world-wide trend of reduction in development support. The Regional Office for West Africa was relocated in April from Abidjan (Côte d'Ivoire) to Ouagadougou (Burkina Faso), where operating costs are significantly less. Efforts continue to sell the Bonow House in New Delhi.*

*ICA's European programme continues to be implemented from the Head Office, where the newly-appointed European Secretary is able to collaborate as needed with other staff members and minimise overhead costs. Guidelines for project implementation are being worked out with the European Council. Close liaison continues with the Brussels sectoral associations through their participation as observers in meetings of ICA Europe and through regular consultation meetings at the leadership level.*

*A stronger focus on membership services and relations with the Specialised Bodies has continued throughout the year. Efforts are underway to provide tailor-made services to individual member organisations and to the ten Specialised Organisations. All four Specialised Committees now receive secretariat support from the ICA Head Office. Work is progressing, in collaboration with the Specialised Bodies, to identify new members both for them and for ICA. During the last year the Board approved the membership applications of 29 new organisations, although 8 others were obliged to withdraw due to financial difficulties.*

*An important theme of ICA's work in all areas is to strengthen collaboration with like-minded international organisations in order to maximise impact and minimise costs. The International Raiffeisen Union, the International Federation of Agricultural Producers, and the recently-created Agri-Food Network of business organisations have all worked with ICA in various activities during the last year. Civil society collaboration to achieve mutual goals is, quite appropriately, the theme of the seminar being held during the 1997 General Assembly.*

*Carrying out all these activities are some 60 staff members in ICA's Head Office, four Regional Offices, and four Project Offices. To all of them I express my thanks for another year of efficient and dedicated work.*

*Bruce Thordarson*

## ICA BOARD

### **PRESIDENT**

#### ***Graham Melmoth***

elected ICA President at ICA's Centennial Congress in Manchester in 1995, became Chief Executive Officer of the Co-operative Wholesale Society in Manchester in 1996. He is a Director of the Co-operative Bank, Unity Trust Bank and Co-operative Press and was formerly ICA Vice-President for Europe.



### **VICE-PRESIDENT - (EUROPE)**

#### ***Lars Hillbom***

born 17 February 1946, was elected ICA Vice-President for the European Region in 1995. Board member of several ICA specialised organisations, he is also Chairman for the ICA European Council. Mr. Hillbom has been Head of the Swedish Co-operative Union's International Relations Department since 1987.



### **VICE-PRESIDENT - (AMERICAS)**

#### ***Roberto Rodrigues***

Roberto Rodrigues was born in Brazil in 1942 and became Director of a sugar cane planters co-operative in 1971. In 1985 he was elected President of the Organization of the Brazilian Cooperativas (OCB) for two consecutive mandates (1985 to 1991). He founded and presided over the EXIMCOOP (1990-1993), a co-operative trading company. Elected Vice-President for the Americas in 1992, he was also Chair of the ICA's Agriculture Committee from 1992 to 1995.



### **VICE-PRESIDENT - (ASIA & PACIFIC)**

#### ***Hakaru Toyoda***

born 15 November 1926, he is Senior Adviser to the Central Union of Agricultural Co-operatives as well as President of Tochigi Prefectural Economic, Credit, Mutual Insurance and Welfare Federations of the Agricultural Co-operatives. Chairman and member of different co-operative boards in Japan, he replaced Mitsugu Horiuchi, as ICA Vice-President for Asia & Pacific in 1994.







## **VICE-PRESIDENT - (AFRICA)**

***Hon. B. Wolimbwa, MP***

was born on February 2 , 1939 in the Mbale District of Uganda. Since his graduation in 1969 has been a teacher, a coffee farmer, co-operative leader and a politician. A Board member of the Uganda Co-operative Bank Ltd and Chair of the Uganda Co-operative Alliance Board (UCA), he is also Chairman of the Regional Council for the ICA Regional Office for East, Central and Southern Africa.



***Ivano Barberini***

was born in Modena on May 18, 1939 and has worked for the Consumer Co-operative Movement since 1961. From 1979 to 1996 he was President of the National Association of Consumer Co-operatives and President of Eurocoop since 1991. He has been President of the National League of Co-operatives since 1996. He is substituting on the ICA Board for Giancarlo Pasquini, who resigned in 1996 after being elected to the Italian Senate.



***Claude Béland***

born in Montréal, Québec, in 1932, he has been President of the Mouvement des caisses Desjardins and a member of the Steering Committee of the International Raiffeisen Union since 1987. He is also a member of the ICA Board and President of the International Co-operative Banking Association since 1995.



***Yang Deshou***

is Vice-President of the Supervisory Committee of the All China Federation of Supply and Marketing Co-operatives where he has worked in various capacities since 1950. He has been a member of the ICA Board since 1986 and served for the last two years as Chairman of the Executive Council of the Asia and Pacific Region.

## ICA BOARD

### **Jens Heiser**

born 30 September 1938, is Chairman of the Executive Committee of Baugenossenschaft Dennerstrasse-Selbsthilfe eG and Member of the Executive Committee of Gesamtverband der Wohnungswirtschaft (GdW), the Federation of the German Housing Industry. He is also Chairman of the Labour Unions of the Hamburg Housing Industry.



### **Raija Itkonen**

was born in Helsinki in 1939 and began her co-op career in 1964. She is responsible for international relations of the Finnish Consumer Cooperative Association FCCA, has been a member of the ICA Women's Committee since 1978, a member of the ICA Board since 1984, and was Vice-President of the ICA from 1991 to 1993.



### **Ota Karen**

was born in 1931 and has worked in the co-operative movement since 1952. After partition of the Czechoslovak Federation, Mr. Karen was elected President of the Co-operative Association of the Czech Republic. Since 1990, he has also been a member of the ICA Board and President of the COOP-Network. Since September 1995, he has been the Vice-President of ICA Europe.



### **David O. Miller**

is a Director of the Nationwide Insurance Company. He is on the boards of several other Nationwide affiliates and subsidiaries, including Farmland Insurance Company. A Director of the National Cooperative Business Association and Cooperative Business International, he has been a member the ICA Board since 1993.





***Holger Hasle Nielsen***

was born in Denmark in 1938 and began his career with the Co-operative Movement in 1964. He has been Secretary General of the Federation of Danish Co-ops since 1978 and has held a number of positions on various committees and boards including DANIDA and COGECA. He became a member of the ICA Board in 1993.



***Yehudah Paz***

was born in Brooklyn, New York, on 27 September 1931, and has lived in Israel since October 1950. For many years Director of the International Institute of the Histadrut, he is also Chairman of the ICA Global Committee on Human Resource Development.



***Etienne Pflimlin***

was born 16 October 1941. He has served as President of Crédit Mutuel Centre East Europe and of the Banque Fédérative du Crédit Mutuel (BFCM) since 1985 as well as President of Crédit Mutuel since 1987, Vice-President of Groupement National de la Coopération since 1991 and Vice-President of IRU (International Raiffeisen Union) since 1992. He is President of the European Regional Committee of the International Co-operative Banking Association (ICBA) and Vice-President of the European Association of Co-operative Banks.



***B.S. Vishwanathan***

was born in India in 1934 and has held a number of high offices in the co-operative movement at State and National levels. He became Vice-President of the Governing Council of the National Co-operative Union of India in 1974 and served as President from 1978 till 1981 and then from 1990 till the present. He is also First Chairman of the National Co-operative Bank of India. Mr. Vishwanathan is currently Vice-Chair of ICBA and CICOPA and also serves on the Board of the International Raiffeisen Union.

## MEMBERSHIP



Mats Ahnlund

### **Member services**

The ICA Board decided in October 1996 to accept an outline for improved ICA Membership Services.

The approved overall objectives for the outline of a strategy were:

«By providing good service to both Specialised Bodies and National Members, the ICA should be able to:

- a. Hold on to existing ICA paying members and
- b. Increase membership”.

One reason to provide improved member services is that there are many dark clouds in the sky when it comes to future membership (and income) of the ICA. Some negative trends are already influencing income and preventing it from increasing.

The approved outline also included possibilities and potential for the ICA to increase its membership, highlighting collaboration with its Specialised Organisations as a major instrument.

The more specific objectives of the ICA's Members Service activities were also expressed in the outlined strategy last year:

- “- Improve services to and communication with Specialised Organisations in order to build up confidence and procure an ally in work on the overall objectives outlined above (or at least not an enemy, as some Specialised Organisations fear that if their members join the ICA they will be less inclined to pay full fees to the Specialised Organisation).*
- Reach a joint decision with all Specialised Organisations by the end of the four-year period on how to recruit their non-ICA members into the ICA.*
  - Co-operate with and support ICA staff working with Specialised Bodies which have direct contact with ICA members.*
  - Actively look for and approach possible new ICA members among Co-operatives and Mutuuls outside the ICA.”*

*Based on the outline, the ICA head office has elaborated a strategy for the member services. While several of the proposals are not new, they are now gathered together in a joint strategy, as follows: The first part of the strategy summarises and evaluates the Membership Survey carried out during the winter of 1996/97, looking at those activities which members think are important and those which the ICA does well and in some cases not so well.*

*The second part looks at what we as employees each provide and should provide as direct services from the Head Office and Regional Offices. Based on opinions expressed by members in the survey, this part of the strategy tries to identify and underline some common goals already contained within the present ICA activities, now based on the wishes and needs expressed by members and also filling the vacuum in our present services between different existing and established functions. Two areas where ICA decided to improve are in the conducting of its meetings and in the ICA as a provider of business opportunities.*

*Some services to members through their Specialised Organisations are also already carried out by the ICA Head Office. The strategy also lists the services provided today, puts the Specialised Organisation services into the larger context of Member Services, and proposes improvements and a future direction.*

*New member recruitment activities takes as its basis the ICA mission statement: “To unite, represent and serve co-operatives Worldwide”. The last part of the Member Services strategy includes proposals on how to better achieve that mission, by getting more co-operatives in the world to join the ICA.*

*The implementation has been an ongoing process during 1996-97 and will of course go on and, hopefully, be visible for members also in the future.*

## **Membership**

Following the Board meetings held in Budapest (October 96) and Kampala (April 97), the following co-operative organisations became members:

### **AMERICAS**

- Argentina, *Cooperativa de Electricidad de Bariloche (CEB)*,
- Brazil, *Confederação Brasileira das Cooperativas de energia telefonia e desenvolvimento rural "CONBRAC"*,
- Chile, *Cooperativa del Personal de la Universidad de Chile Ltda. (COOPEHUCH)*,
- Chile, *Cooperativa de Servicios de Protección Médica Particular Ltda. (PROMEPART)*,
- Costa Rica, *Consejo Nacional de Cooperativas (CONACCOOP)*,
- Costa Rica, *Consortio de Cooperativas de Consumo (CECOOP)*,
- Costa Rica, *Banco Popular y de Desarrollo Comunal*,
- Curaçao, *Federación de Cooperativas de Ahorro y Crédito de la Antillas Holandesas (FEKOSKAN)*,
- Dominican Republic, *Cooperativa Nacional de Servicios Múltiples de Los Maestros (COPNAMA)*,
- Ecuador, *Corporación de Estudios y Desarrollo (CEDECOOP)*,
- El Salvador, *Union de Cooperativas Productoras, Beneficiadoras y Exportadoras (UCRAPROBEX)*,
- Honduras, *Financiera de Cooperativas Agropecuarias Ltda. (FINACCOOP)*,
- Honduras, *Cooperativa de Ahorro y Crédito "SAGRADA FAMILIA"*,
- Mexico, *Asociación Nacional de Uniones Regionales de Sociedades de Ahorro y Prestamo (ANURCO)*,
- Paraguay, *Cooperativa de Ahorro y Crédito Universitaria Ltda.*
- Peru, *Cooperativa de Servicios Múltiples "7 DE AGOSTO" (COOPSERMUL)*,
- Peru, *Federación Nacional de Cooperativas de Trabajo y Fomento del empleo (FENECOFEM)*,
- United States, *Co-operative Housing Foundation (CHF)*.

### **ASIA AND PACIFIC**

- Indonesia, *Indonesian Workers' Co-operative Alliance (INKOPKAR)*
- Indonesia, *Union of Indonesian Dairy Co-operatives*,
- Israël, *Central Union of Co-operative Societies*,
- Israël, *Union of Consumer Co-operatives*,
- Nepal, *National Co-operative Federation Ltd. (NCF)*,
- Palestine, *General Union of the Palestinian Peasants and Agricultural Co-operatives*,
- Palestine, *The Agricultural Co-operative Union*,

## *EUROPE*

- Bosnia-Herzegovina, Co-operative Association of Bosnia and Herzegovina,*
- Malta, Apex Organisation of Maltese Co-operatives,*
- Poland, National Auditing Union of Workers' Co-operatives (ZLSP),*
- Poland, National Association of Co-operative Savings and Credit Unions (NACSCU).*

*However, as the full membership status is granted following the first subscription payment, only 18 out of 29 are presently full members.*

*During the reporting period, one member organisation asked to be withdrawn from ICA membership and seven members were expelled following non-payment of membership subscriptions for two or more consecutive years.*

*There are presently 224 national members plus 7 international members in 97 countries. (This number could be slightly different from the one appearing in the chart of this Annual Report taking into account the period between admission and subscription payment).*

# STATISTICS FOR ICA MEMBER ORGANISATIONS



## Ten largest societies in terms of membership

COUNTRY	ORGANISATION	MEMBERSHIP
India	National Co-operative Union of India	174'820'000
China, PRO	All China Federation of Supply and	160'000'000
United States	National Co-operative Business Association	150'692'000
Japan	Japanese Consumers' Co-operative Union	36'868'002
Japan	National Federation of Workers and	13'200'000
Canada	Canadian Co-operative Association	11'714'758
Russia	Central Union of Consumer Societies	11'600'000
Korea, RO	Korean Federation of Community Credit Co-operatives	9'789'273
United Kingdom	Co-operative Union and Co-operative Wholesale Society	8'258'000
France	Confédération Nationale de la Mutualité et du Crédit Agricole	6'900'000

## Ten largest societies in terms of employment

COUNTRY	ORGANISATION	EMPLOYEES
Russia	Centrosoyus	727'000
Ukraine	Union of Consumer Societies	498'000
Japan	JA-ZENCHU and National Mutual Insurance Federation	300'290
France	Confédération Nationale de la Mutualité et du Crédit Agricole	194'380
Germany	Raiffeisenverband (DGRV)	181'500
Brazil	Unimed do Brasil Confederação Nacional	148'252
Belarus	Belarussian Republican Union of Consumer Co-operatives	139'979
Japan	Japanese Consumers' Co-operative Union	58'995
Hungary	Hungarian Industrial Association	52'297
Romania	Central Union of Consumer Co-operatives	49'647

## Ten largest consumer co-operatives in terms of turnover

COUNTRY	ORGANISATION	TURNOVER in mio USD
Japan	Japanese Consumers' Co-operative Union	29307
United Kingdom	Co-operative Union and Co-operative Wholesale Society	12870
Switzerland	Coop Schweiz	8214
Italy	Lega Nazionale delle Cooperative a Mutue	7208
Russia	Centrosoyus	6136
Finland	Finnish Consumer Co-operative Association	5387
Denmark	Co-operative Union of Denmark (FDB)	4397
Sweden	Kooperativa Forbundet	4132
Germany	Bundesverband Deutscher Konsumgenossenschaften e.v. (BVK)	4122
Canada	Canadian Co-operative Association	3902

## Ten largest agricultural co-operatives in terms of turnover

COUNTRY	ORGANISATION	TURNOVER in mio USD
India	National Co-operative Union	127736
United States	National Co-operative Business Association	89309
France	Confédération Nationale de la Mutualité de du Crédit Agricole	80000
Germany	Raiffeisenverband e.v. (DGRV)	55618
Japan	JA-ZENCHU	55600
Denmark	Federation of Danish Co-operatives	11709
Korea Rep. of	National Agricultural Co-operative Federation	10960
Canada	Canadian Co-operative Association and Conseil Canadien de la Coopération	10239
Finland	Finn Co-op Pellervo	7356
Italy	Lega Nazionale delle Cooperative a Mutue	4744

As of June, 1997, the ICA counts 225 member organisations from 94 countries and 7 international organisations representing over 770 million individuals. Membership from the Americas is the fastest growing. ICA members are important economic and social forces.



## WORLD TOTAL

<b>NATIONAL ORGANISATIONS</b>	<b>225</b>
<b>SOCIETIES</b>	<b>657'970</b>
<b>MEMBERS</b>	<b>778'512'815</b>
<b>COUNTRIES</b>	<b>94</b>
<b>INTERNATIONAL ORGANISATIONS</b>	<b>7</b>

## ICA MEMBERSHIP BY REGION

Org.	Country	Societies	Members	Org.	Country	Societies	Members
<b>EUROPE</b>				<b>AMERICAS</b>			
1	ARMENIA	1	14'512	8	ARGENTINA	1'004	884'121
2	AUSTRIA	1'887	2'530'376	2	BOLIVIA	N/A	N/A
1	AZERBAIJAN	79	920'000	5	BRAZIL	5'081	3'827'707
1	BELARUS	150	1'921'028	2	CANADA	5'291	18'621'329
4	BELGIUM	N/A	N/A	2	CHILE	2	173'300
1	BOSNIA-HERZEG.	N/A	N/A	3	COLOMBIA	N/A	N/A
2	BULGARIA	1'064	418'000	5	COSTA RICA	561	241'263
4	CYPRUS	522	502'043	1	CURAÇAO	26	17'000
2	CZECH REP.	2'152	2'274'902	1	DOMINICAN REP.	1	40'500
3	DENMARK	632	1'231'040	3	EL SALVADOR	443	71'369
1	ESTONIA	33	80'573	3	HONDURAS	94	205'447
1	EX-YUGOSLAVIA	N/A	N/A	1	MEXICO	115	308'255
2	FINLAND	528	2'256'679	1	PARAGUAY	63	95'378
6	FRANCE	10'052	13'421'368	3	PERU	21	15'000
1	GEORGIA	65	200'000	3	PUERTO RICO	550	1'028'265
4	GERMANY	7'331	8'748'000	4	UNITED STATES	27'509	150'692'000
2	GREECE	7'575	1'138'000	2	URUGUAY		844'651
4	HUNGARY	4'971	3'898'056	<b>49</b>	<b>TOTAL</b>	<b>40'761</b>	<b>177'065'585</b>
3	ITALY	8'133	3'836'718	<b>ASIA and PACIFIC</b>			
1	LATVIA	51	761'400	1	AUSTRALIA	29	491'125
1	LITHUANIA	130	358'000	1	BANGLADESH	N/A	7'476'967
1	MALTA	N/A	5'016	1	CHINA	N/A	160'000'000
1	MOLDOVA	149	610'927	1	FIJI	470	21'276
4	NORWAY	4'184	1'303'711	9	INDIA	431'361	174'820'000
3	POLAND	11'244	6'092'000	1	INDONESIA	N/A	35'715'623
2	PORTUGAL	2'960	2'164'119	2	IRAN	N/A	8'174'140
2	ROMANIA	3'492	6'165'000	2	ISRAEL	1'970	714'680
5	RUSSIA	4'757	12'578'015	11	JAPAN	7'962	56'009'043
1	SLOVAK REP.	1'238	1'425'917	1	JORDAN	699	72'742
1	SLOVENIA	114	25'000	1	KAZAKHSTAN	N/A	3'700'000
6	SPAIN	2'442	532'886	6	KOREA, RO	4'634	13'968'817
6	SWEDEN	1'963	7'618'256	2	KUWAIT	42	192'155
1	SWITZERLAND	17	1'330'520	1	KYRGHYSTAN	N/A	1'069'000
6	TURKEY	13'338	1'504'832	5	MALAYSIA	N/A	38'432
1	UKRAINE	2'166	6'700'000	1	MONGOLIA	N/A	64'000
5	UNITED KINGDOM	58	8'258'000	1	MYANMAR	38'390	3'984'096
<b>92</b>	<b>TOTAL</b>	<b>93'478</b>	<b>100'824'894</b>	2	PAKISTAN	N/A	9'391'926
<b>AFRICA</b>				2	PHILIPPINES	N/A	484'557
3	BENIN	123	144'500	1	SINGAPORE	63	926'049
1	BOTSWANA	180	59'736	4	SRI LANKA	7'992	726'277
1	BURKINA FASO		20'000	1	THAILAND	N/A	5'844'027
1	CAPE VERDE	50	18'000	1	TONGA	64	1'200
1	CÔTE D'IVOIRE	1'622	243'258	1	TURKMENISTAN	509	738'000
6	EGYPT	6'992	4'275'000	1	UZBEKISTAN	N/A	3'640'243
1	GAMBIA	85	110'000	1	VIETNAM	N/A	N/A
2	KENYA	3'433	2'700'000	<b>61</b>	<b>TOTAL</b>	<b>494'156</b>	<b>487'773'250</b>
1	MOROCCO	9'635	675'589				
1	NIGER	1'420	880'000				
2	SENEGAL	732	2'518'646				
1	UGANDA	3'131	637'015				
2	ZAMBIA	2'174	567'342				
<b>23</b>	<b>TOTAL</b>	<b>29'577</b>	<b>12'849'086</b>				



Mary Treacy

### **Four -Year Strategy**

*In 1996 all ICA Departments as well as the Regional Offices were requested to prepare four-year strategies. The Communications field is developing at such a rapid rate that such long term plans are difficult. The Department therefore developed a strategy document outlining the general direction of new projects such as the Internet Development, Database project, targeted TV Strategy, stressing the need for such plans to remain flexible and fluid in their implementation and emphasising that they should be supplemented by special projects to respond to changing needs.*

*Within the four-year strategy all components of the communications programme are designed so that they can interconnect and facilitate multiple use of the same information. For example, publications can be made available on the internet or in multimedia form. The television video news releases can provide audiovisual material for use in multimedia or on the Internet. Databases can be provided in interactive format and so on and so forth.*

*A résumé of the four-year strategy, as well as articles on several of the new Communications Projects, is included in the Review of International Co-operation, Volume 3/1997. The full Strategy Document is available from the ICA Secretariat.*

*The Strategy was presented to the ICA Board in Kampala in April 1997 where the following decisions were taken:*

- 1. The Board agreed that the drafting and adoption of a Corporate Communications Policy for the whole organisation should be one of the organisation's priorities and recommended that the first draft of such a policy be presented to the Board in the Spring of 1998.*

2. *Taking advantage of the recent decision and funding obtained on Statistical Data Collection for the European region, the Board recommended that a comprehensive database be set up with the help of information consultants. The database should incorporate the basic information needs of the ICA Secretariat, as well as its members and its specialised bodies, and should be made available via the Internet within one year with the support of information consultants.*

*The Board stressed that the development of databases was a priority which should be backed by adequate financial resources and recommended that the Development Department, in consultation with the Regional Directors and the Communications Department, should put together project proposals in order to attract resources for the development of databases in Africa and the Americas.*

3. *The ICA Secretariat and Communications Committee were requested to investigate member interest for the creation of a new working group within the Communications Committee of the ICA. The working group would be referred to as the Working Group on Trade and Communications Network Technology.*

## **Publications**

*In addition to the English edition of the ICA News, a Spanish version of this publication was introduced in 1996. This is translated and printed by INTERCOOP EDITORIA COOPERATIVA LTDA, an ICA member organisation from Argentina. In 1997, a French issue has been introduced and has been well received by the Francophone members of ICA. The French version is translated and published in Geneva.*

*Four issues of the ICA Review (including this Annual Report) have been issued during the reporting period. The Spanish issue of the Review continues to be published by ICA member organisation INTERCOOP EDITORIA COOPERATIVA LTDA in Argentina. The English edition is available on microfilm from Xerox-University Microfilms, 300 North Zeeb Road, Ann Arbor, Michigan 48106, USA.*

*Additionally, the department has commissioned Johnston Birchall from Brunel University and author of "Co-op, the people's business" to write a book on the international co-operative movement which will be published by Manchester University Press and released at the General Assembly in September. The department and other staff members provided research and technical assistance to Mr. Birchall during two visits to Geneva.*

## **Targeted Television Strategy**

*The first video news release (VNR) was produced by World Television and released to coincide with the International Day of Co-operatives. The four-minute news release shows how co-operatives can improve the lives of ordinary people and stresses the considerable contribution which agricultural co-operatives make to world food security,*

*emphasising that, in addition to providing employment, co-operatives also empower women and are schools for democracy. The VNR, which was shot on location in Kenya, was sent to major news agencies with additional footage to enable them to make their own documentaries on co-operatives. The footage will also feature in the ICA's corporate video which will be produced later in 1997 and early 1998. The Department is presently investigating possible issues or organisations to be featured in the second VNR for 1997.*

### **Database Development**

*In January 1997, staff from the Communications Department met with representatives in charge of database development from each regional office to agree on a common platform for database development and discuss how to improve co-operative statistics in the different regions. Subsequently, an information consultant was hired to work with the information task force at the Geneva Office to set up a database which will respond to the various information needs of all ICA Departments and Sectoral Organisations. This work began in May with the drafting and preparation of a detailed questionnaire which was mailed to the Co-ordinators of the ICA European Statistical Project in July 1997 and will be mailed to all other ICA member organisations during the month of August. Funding has been provided by the European Union for the collection of data from European co-operatives. The final database will be made available to interested ICA member organisations on diskette and will also be made available in searchable format on the Internet.*

*As the project aims to collect information on all co-operatives, including those not affiliated to the ICA, the collection of data from the other ICA regions, especially from developing countries, will be an enormous task requiring additional funding. In the coming year, the Development Department will be looking for funding for the other ICA regions, beginning with Africa. The questionnaire will eventually be made available in interactive format on the ICA Web Site and it is hoped that this will attract additional information from co-operatives in countries having wide access to the Internet.*

*Although this project will require substantial resources, there is general consensus that the results will enable co-operative leaders and economists to analyse trends and make informed decisions based on accurate statistics.*

### **Research and Documentation**

*The Department received visitors to the ICA Secretariat and provided documentation to researchers who in 1997 were working on such projects as a co-operative dictionary, which will be published in 1998, and doctoral theses. The web and gopher sites have also been frequently consulted by teachers, researchers, etc. The rapid expansion of electronic information and the possibility of publicising the ICA and co-operatives through the Web Site has led to an increase in information requests and this especially from the younger generation.*

## **UN/ICA International Co-operative Day**

*The International Co-operative Day Message, entitled "The Co-operative Contribution to Food Security" was sent to ICA members and other key organisations in all of the ICA official languages.*

*A press pack commemorating the International Co-operative Day/UN International Day of Co-operatives was prepared and circulated to ICA members, UN organisations and regional offices, the co-op press, international media, non-governmental organisations and government ministries dealing with co-operation. The pack contained promotional materials on the ICA and its partner organisations (COPAC, UN, IFAP, FAO, ILO Co-operative Branch, NCBA) the Co-operative Day Message, the Statement of the Co-operative Identity, ICA Logo Standards, and information on new publications and the ICA Web Site.*

*The above-mentioned video news release on co-operatives and food security was planned to coincide with the Co-operative Day and sent to all major TV news agencies, ICA Board members, regional offices, and selected partner organisations.*

## **Internet Development**

*The ICA Web Site has recently been reorganised to facilitate navigation through the increasing amount of information while keeping visitors informed of their location within the site. The site now contains four separate sections as follows:*

- The ICA - containing information concerning the International Co-operative Alliance;*
- Co-op Info - containing information related to the co-operative movement world-wide;*
- Outreach - containing information related to the Internet, to the Co-operative Gopher, to Newsgroups, to relevant business sites and international organisations;*
- New! - this section contains new information, including a site called Co-ops for Kids, which is to be launched in September 1997. It is intended to introduce children and young people to the co-operative movement.*

*The ICA site also contains information in other languages accessible through a flag on the home page, or at the top of each language page. The Web Site currently has basic pages in English, French, Spanish and German and this will be extended to include information in Portuguese, Swedish, Italian and other languages.*

*A search engine has also been installed so that the site can be interrogated using key words or concepts.*

*The Department has also continued to develop the Co-operative Gopher Site in collaboration with the University of Wisconsin Center for Cooperatives in Madison, USA. Further information on this site will be included in the ICA News, No 3/1997.*

## **Services to Members and Specialised Bodies**

The Department continued to provide services to ICA members and specialised bodies including the provision of information, publications, photos, the up-date and dissemination of information sheets, the posting of information on members and specialised bodies on the co-operative gopher, and the provision of visiting cards and stationery for specialised bodies. As part of the department's service to specialised bodies, web pages have been set up on all specialised organisations and committees. These pages can be accessed at the following address: <http://www.coop.org/en/ica.2.html>

More specifically, the ICA designed a Web Site and searchable database for the Research Register on behalf of the Society for Co-operative Studies (UK). The pages can be accessed at the following address: <http://www.coop.org/scs/coopstudie-sintro.html> and the Research Register at: <http://www.coop.org/scs/research.html>

The department also designed web pages for the University of Leicester co-operative management courses and the Director of Communications participates in the Plunkett Foundation Yearbook Editorial Board. The department also participates in the various task forces which have been set up at Head Office, providing input to various ICA activities including the organisation of meetings. In addition the Department provides secretarial assistance to the Research Committee and the ICA Communications Committee.

A new service is being offered to ICA members during the next few months; the department will set up web pages on its member-organisations and make these available on the internet, with links to their own web site if they have one.

## **Staffing**

The Department has been increased from 2.5 persons in 1995/96 to 2.9 people in 1996/1997 to correspond with an increase in the department's activities which have been expanded to include documentation, research, library and archives and database development. The Head Office is assisted on a part-time basis by Pushothaman Nair from the New Delhi Office, who is responsible for preparing documentation for the Co-operative Gopher.

During the reporting period the department has continued to participate in the Smith Junior Year Abroad Programme and has welcomed two part-time interns Heather Atlef from January to July 1996, and Alexis Gendron from March to June 1997. Additionally in 1997 we were also lucky enough to have part-time assistance of an MA graduate, Hazel Wilcox from January to July 1997. A full-time intern, Rachel Gorney, originally from Oberlin College (USA), will be working with the Communications Department from July to mid-October. Care is taken to ensure that interns leave the ICA with additional technical skills to help them in their future careers, as well as an in-depth knowledge of our movement and ideals.

The Communications Department has also been assisted by several volunteers who have worked with the ICA via the internet. The interns and volunteers and the increased use of the internet, have enabled the Department to respond to the ever-increasing demand for information on the ICA and the movement worldwide.

## **Future Developments**

*Providing services to members and disseminating the co-operative message as widely as possible will continue to be the main objectives of the Department. During the coming months work will continue on developing the web site and setting up two new groups within the ICA Communications Committee, in collaboration with the University of Saskatchewan, in order to take advantage of the new communications technology currently becoming widely available. The two issues which will be investigated by the new groups are Communications and Trade and Communications Technology in Co-operative Education. Byron Henderson, Communications Director of the University's Centre for the Study of Co-operatives, is currently seeking funding for the financing of a pilot project on Technology and Co-operative Education for the Central and South American region. Database development will also be a top priority in the next few years as will be the production and dissemination of video news releases on the co-operative movement. A Corporate Communications Policy will be prepared for presentation to the 1998 Spring Board meeting.*

*In order to better serve our members, specialised bodies and the general public, the Communications Department will continue to work with interns and volunteers and to work with like-minded organisations on issues of mutual concern.*



MariaElena Chavez-P

### **ICA and the United Nations**

*Work has continued during the last year to ensure that information on co-operatives, their contributions and importance to major development issues have been transmitted to the UN system. In order to accomplish this, representation and document submissions were made to the UN bodies and UN conferences including the World Food Summit. Collaboration with UN agencies, including the FAO, ILO, United Nations, UN ECE, and WHO, was also continued and strengthened. Initial contacts have been made with the World Trade Organization (WTO) in regard to the impact of environmental issues on trade. Follow-up to the UN General Assembly resolution 51/58, which calls on COPAC in collaboration with the UN Secretary-General, to ascertain the feasibility and desirability of elaborating UN guidelines aimed at creating a supportive environment for the development of co-operatives, as well as preparations for the 3rd UN International Day of Co-operatives, have also been major areas of work in the past year.*

*It should be noted that the position responsible for acting as liaison between the UN and NGOs has been upgraded to Director level. However, the position is being carried out on a half time basis given that the Director has also been appointed as the Coordinator of the Committee for the Promotion and Advancement of Cooperatives (COPAC) as of 1 April 1996.*

*Services continue to be provided to the ICA specialized bodies to assist them in bringing their expertise to UN agencies and assisting them in contacts with other non-governmental organizations. Specifically, the Director of UN/NGO Relations has been providing assistance to ICA Housing in the follow-up to the UN Conference on Human*



Settlements (Habitat II) by representing or facilitating representation at NGO consultation meetings and at meetings of the UN Commission for Human Settlements. The Director is also participating in an ICA Housing Working Group on Habitat follow-up. The UN Section has also assisted the International Co-operative Agricultural Organization (ICAO) in their participation and follow-up to the World Food Summit, especially with regard to the organization of the ICAO Seminar on Agricultural Inputs, which will be held in September, 1997. The Director has also facilitated collaboration with the agri-business sector, with initial contacts taken during the preparations for the World Food Summit. ICA is now a member of the International Agri-Food Network whose aim is to foster collaboration and understanding among international agri-food sector organizations and to take joint action on items of common interest. ICAO technical expertise and participation in the Network has been facilitated and this collaboration will be continued in the future. Assistance has also been provided to the International Co-operative Consumer Organization (ICCO) to facilitate the participation of ICCO members in the meetings and work of the FAO/WHO Codex Alimentarius in such issues as food safety, and standards for novel foods (genetically modified) and organic production.

Information has been provided on an ad hoc basis to other specialized bodies including the CICOPA, ICBA, ICMIF, IHCO, IFCO and Intercoop.

As Gender Focal Point and Secretary of the ICA Global Women's Committee (as of January 1997), follow-up to the ICA Resolution on Gender Equality has been monitored and evaluated by collecting information on women's participation in co-operatives. Assistance was also provided for the reprinting of the ICA-ILO Gender Package in English and Spanish. The Director also represented ICA at the UN Commission on the Status of Women to monitor follow-up of the Beijing Platform for Action. Information from the Commission has been shared with the ICA Board, regional offices as well as members of the Global Women's Committee in order to keep abreast of the trends in thinking and activities implemented aimed at improving gender equality. The Director also regularly participates in the meetings of the NGO Sub-Committee on the Status of Women in Geneva which provides information on UN and gender equality and lobbies the United Nations and its agencies.

### **United Nations International Day of Co-operatives, 5 July 1997**

The UN Section assisted the Communications Department in the preparation of a press pack for the International Day. Specific activities undertaken include selection and collection of items for inclusion in the press pack, identification of recipients of materials including UN agencies and information centres, development agencies, and the media.

The Director also coordinated input from ICA to the COPAC organized co-operative exhibit at the United Nations in Geneva from 30 June to 11 July 1997 and liaised with the United Nations in New York and Geneva regarding preparations for the Day.

## **World Food Summit**

*The UN section in collaboration with the ICA permanent representatives to the FAO ensured ICA presence at the preparatory committee meetings for the Summit. An ICA delegation, including the ICAO president attended the Summit in Rome in November 1996. Contacts between ICAO, the FAO secretariat and international associations of agri-food sector were arranged for ICAO which held its General Assembly prior to the Summit.*

*The ICA circulated and presented a statement to the World Food Summit. The ICA statement was printed in the Report of the World Food Summit which was published by the FAO. ICA also associated itself with the agri-food sector associations' statement which recognized the important role of co-operatives in achieving food security.*

## **United Nations**

*Consultations have been held with the new UN Secretariat staff members responsible for co-operatives in respect to improving collaboration between the ICA and the UN, especially in regard to follow-up on UN resolution 51/58. Discussions have led to the acceptance of the Director of the Division for Social Policy and Development of the UN (New York) to address the ICA General Assembly. Other issues under discussion include follow-up to the major UN conferences including the World Summit on Social Development and ICA input into the UN International Days and Years, as well as facilitation of contacts with other agencies of the United Nations family.*

## **Other areas of work**

*The Director of UN/NGO relations works closely with the Communications Department in areas such as internet development (Web and ICA/UWCC Gopher) making the materials available for the Web and gopher sites, the ICA Data Bank and general public relations work.*

*The Director is also responsible for administering internet access and developing a computer policy for the ICA Head Office. She also participates regularly in a number of task forces within the ICA Head Office including meeting preparations.*

## **Other contacts**

*ICA continued to collaborate with the International Federation of Agricultural Producers on areas of mutual interest. Participation in the work of the Conference of NGOs in Consultative Status (CONGO) and the Fédération des Institutions Internationales Etablies à Genève (FIIG) has also been ensured by the UN Section.*

*The Director has also provided information on ICA and the UN to potential members of the ICA and interested organizations.*



*Bjorn Genberg*

*During the period under review, the Development Programme has seen further organisational and structural changes. A new position of Development Director was established from 1 February and filled by Björn Genberg, a former Director of the Swedish Co-operative Centre. The added capacity will enable the Development Programme to be more pro-active both in terms of strategy formulation and resource mobilisation.*

*The Development Trust was launched as planned at the meeting of the ICA Board in Budapest last October. Being a separate legal entity within the ICA, it will now be responsible for the implementation of its development programme. The new structure, with its Development Trust financed by ICA members, and its Advisory Board of experts, will enhance the sustainability of ICA's development function as well as its capacity to support co-operative development.*

### **A Changing Environment**

*In a recent report to the ICA Board, ICA's Regional Directors raised a number of problems which are characteristic for the co-operatives in their regions. However, while the problems and constraints have their own regional attributes and features, there was one recurrent problem highlighted by all: the ongoing liberalization of the economy which deregulates the markets in which many co-operatives, particularly those involved in agricultural marketing, used to have a monopoly. What was particularly worrying is that many co-operatives seemingly continue to find it difficult to fend off the competition from the new entrants in the market, and that the situation, at least in Africa, has seemingly not improved in 1996.*

*The situation is aggravated by several factors. First, the open market in which the co-operatives suddenly find themselves is not a level playing field. In several countries, the co-operative legislation is lagging behind the liberalization, a grave situation as pointed out by the Regional Directors in West and East Africa as well as in Asia. The government machinery interfering in the affairs of co-operatives prevents them from being able to make fast business decisions, and puts co-operatives at a considerable disadvantage when competing with entrepreneurs, who operate under a different set of rules.*

*Second, there is a lack of adequate management skills to meet the new requirements. This is reported as a serious drawback in all the regions. What is particularly worrying is that the co-operators have very little time to acquire the needed skills; i.e., co-operative entrepreneurship combined with business acumen and with member concern and mobilization.*

*Third, there is insufficient capital accumulation within the co-operatives. This is a general observation in all the regions. Lack of capital not only makes survival in the market more difficult, it also makes it harder to seize new business openings offered by the market.*

*There are of course exceptions to this very generalized description of the problems. However, data that may enable us to quantify the problem is scarce. Recognising the importance of having reliable data, the establishment of regional data bases has consequently become a priority task for the ICA.*

### **The Regional Offices**

*In the Asia/Pacific region, G.K. Sharma retired from his position as Regional Director and was replaced by Robby Tulus, who has a vast amount of experience in co-operative development.*

*The Regional Offices had a busy year organizing important regional meetings. The meetings reported on in the last annual report were followed by the Americas Regional Assembly at the end of last year. A Women's Forum with 600 participants and an international conference with the theme "De-globalization: Global Challenge - Local Markets" were organized in conjunction with the Assembly. Another regional meeting of considerable importance was the 4th Asian/Pacific Co-operative Ministerial Conference held in Thailand in March.*

*The Regional Offices were also working on their Four Year Regional Development Plans. These plans, which will take the offices into the next millennium, have a sharpened focus with concentration on key issues. There has also been a shift from a project to a programme approach, which will facilitate synergy and cross-fertilization between programmes.*

*A great number of activities were carried out by the regional offices. These activities focus on a limited number of issues, reflecting the priorities of the co-operatives in the regions. Consequently, the activities in 1996/7 may be accounted for under four main*

*programmes: Structural Changes and Adjustments; Sectoral Areas; Support Functions; and Representative and Statutory Functions.*

### **Structural Changes and Adjustment**

*This programme comprises all of those projects and activities which aim at supporting the co-operatives in the transition to an open market and autonomy from the state (e.g. Policy, Legislation, Research, Strategic Planning, Institution Building, Restructuring).*

*All regional offices have been engaged in dialogues with governments and other activities which seek to replace outdated co-operative legislations. The Regional Office for Asia and Pacific, ROAP, conducted studies on co-operative laws and co-operative competitiveness in five countries and organized a regional consultation on co-operatives in the changing socio-economic environment with participation from 18 countries as a forerunner to the Ministerial Conference in Thailand. The Regional Office for West Africa, ROWA, has studied the situation in three countries and two draft laws have been prepared in collaboration with the ILO COOPREFORM programme. In 1996, the Regional Office for the Americas, ROAM, published guidelines for co-operatives on how to adjust and restructure so as to stay competitive in the new environment. This office also arranged two regional conferences in 1996 on strategic alliances and planning in the liberalized economy.*

*The regional offices also undertake studies of co-operative movements for the purpose of identifying strategies and proposing plans for the transition to an open market. Several such studies were conducted by ROAP and the Regional Office for East, Central and Southern Africa, ROECSA in 1996. The regional offices also arranged and participated in various types of conferences and seminars on this topic.*

*Influencing and convincing governments about the need for a reformed co-operative legislation, assisting in reviewing such laws, and in general, working towards a more enabling environment for the co-operatives is politically sensitive, strenuous, and above all, a process which takes a very long time. Although it is difficult to assess the impact of such interventions, this work nevertheless remains one of the most important activities on ICA's agenda.*

### **Sectoral Areas**

*This is the programme which directs itself to specific sectors or types of co-operatives. This programme promotes an exchange of technology and experiences, introduces new management methods and also discusses business efficiency and competitiveness specifically related to certain sectors (e.g. agriculture, consumer, banking, credit and insurance).*

*In ROAP, consumer and agricultural co-operatives are the two dominant sectors being promoted under this programme. A number of workshops, training activities and symposia were arranged for the agricultural co-operative sector. The 11th course on "Management of Agricultural Co-operatives in Asia" was started in 1996 with continued*

support from the Ministry of Agriculture in Japan. So far 150 managers of agricultural co-operatives have been trained and they have, as part of the training, prepared the same number of projects for their organizations.

The Consumer Project organized training of managers from Bangladesh, Nepal, Sri Lanka and India; exchange programmes for women co-operative leaders from Malaysia and Indonesia; a fact-finding mission and training in Mongolia; work shops on university co-operatives and a national seminar in India.

Regional seminars on Co-operative Banking and Housing were also held in 1996, and recommendations on co-operative competitive strength emanating from the banking seminar were inputs to the Ministerial Conference. A housing seminar recommended the formation of a Regional Committee on Housing.

In ROECSA the main sectors being supported were insurance and banking. During the course of the year the insurance project promoted co-operative insurance in altogether 10 countries. Discussions were also held with the Registrar of Co-operatives in South Africa with the purpose of examining the potential for co-operative insurance in the country. The insurance project is carried out in collaboration with the International Co-operative Mutual and Insurance Federation, ICMIF, which is a specialized organization of the ICA.

ROECSA and Rabobank provided technical advice to the local co-operative bank which was established in the Kilimanjaro region in Tanzania. The formation of this bank is an interesting development, since it is positioned between a local savings and credit society and the ordinary national level co-operative bank.

The Rabobank discontinued its financial support to the ROECSA banking project in mid-96, despite an evaluation, undertaken the previous year, which concluded that the project was sound and which recommended continued support.

ROWA has two projects which support the emergence and consolidation of apex organizations and federations. In his report the Regional Director notes that the present situation in West Africa is favourable to the emergence of secondary and tertiary organizations. The apex organizations will give the co-operators a vehicle for looking after their interests in the new environment. The situation is somewhat different in ROECSA, where the apex organizations are getting weaker. However, the future prospects for an apex organization is of course related to the sector in which it is functioning. Under the project for consolidation of apex organizations, in which training has been a major activity, ROWA has contributed to the drawing up of new statutes and by-laws, raising awareness and improving skills, as well as increasing mobilization of internal savings within participating organizations.

ROAM has placed emphasis on preparing and publishing manuals and handbooks which aim at increasing trade with the co-operatives in the region. So far ten "Doing Business" (with co-operatives) manuals have been published. These manuals provide guidance on how to enter sectors and markets where co-operatives are engaged. There is a strong demand for these publications, and the sales of these manuals provide a good income for ROAM.

*A different type of project is ICA-Foprope in Bolivia which is a local level (provincial) project and is administrated by the Head Office. The project provides management support for co-operatives and also promotes micro credit to individual members through the co-operative structure. An internal evaluation was carried out in 1996. The conclusions were encouraging and it was decided to plan for an extension for four years and to request continued funding from the development partner (Finnida).*

### **Support Functions**

*This programme comprises three components; Gender, Human Resource Development (HRD) and Youth. The first two are support (or core) functions in the sense that they underpin all other projects or activities. HRD and gender specific activities are also carried out as gender awareness campaigns, promoting co-operative leadership development or promotion of co-operatives for the youth.*

*A number of activities were carried out by ROAP to encourage gender integration in co-operatives and to promote capacity building. Five regional and national gender conferences were organized. The aims of these events were to increase the awareness of the role of women in co-operative development, to identify constraints for women's participation, to follow up on previously prepared country plans for gender integration, and to draw up new ones. A regional seminar on curriculum development was arranged in collaboration with ILO COOPNET in Sri Lanka, and the HRD advisor also collaborated with partners on a number of other activities such as the development of personnel policies, facilitation at HRD seminars, etc.*

*Four specific HRD activities were carried out in the ROECSA region in 1996. Chief executive officers from member organizations and government co-operative departments and principals from co-operative colleges participated in a regional consultation on HRD policies. Workshops on methods and techniques in field education and on business re-engineering were organized, the latter bringing top executives up to date on the latest management techniques. Two seminars on "Women's Role in Co-operatives Under Reform" were also organized.*

*ROWA carried out training and provided support for small savings and credit activities for women in Senegal, Benin and Cape Verde. Around 400 women benefited from these activities and improved income generation for village women, as well as improved production and sales of food crops could be noted. ROWA also conducted two studies in Niger and Mali for the purpose of identifying and drafting a strategy and a plan for better participation of women in the co-operative work.*

*ROAM has opted for a slightly different approach to gender and HRD with emphasis on production and dissemination of materials. Six handbooks on HRD have been produced and published, and they have proved to be co-operative "best sellers" in the region. With regard to gender, several sub-regional conferences were organized. These events provided inputs to the Women's Forum in Costa Rica. This forum laid down a platform for action for the empowerment of women and their increased participation in co-operative development.*

## **Representative and Statutory Functions**

*These core functions include first of all the organization of statutory meetings. They also involve representing ICA at annual and other important meetings of member organization, as well as attending conferences and meetings of the specialized bodies and regional committees. Considerable time is also spent meeting development partners and negotiating and concluding project agreements. The offices should also keep and maintain a database on the member organizations in the regions, a demanding task which is difficult to finance. Furthermore, member relations also include the task of maintaining regular contacts with all members and monitoring payments of subscriptions.*

*The position with regard to regional membership in 1996 was as follows: There are presently 60 member organizations in the Asia/Pacific region, 14 members in the ROECSA and ROWA regions respectively, and the Americas region now has 53 organizations registered as members.*

## **Financing the Development Programme**

*ICA collaborates with a number of donors and development partners, some of which have been contributing to the development programme for many years (e.g. our partners in Sweden, Norway, Japan, Canada and the ILO Coop Branch). In 1996 the total budget for the development programme amounted to about CHF 8 million. The development partners contributed around 65 per cent of this cost, a percentage which has remained fairly constant in the 90s. The balance is covered by ICA and its member organizations. The contributions from the donors have, however, also remained constant in absolute terms, meaning that, taking inflation into account, the budget for the development programme has decreased since 1990.*

*The reason for the stagnation in contributions from the development partners is that they themselves have suffered reduced funding from their sources. This trend is in line with the global decrease in official development assistance. It is, however, gratifying to note that, as far as can be ascertained, ICA has been able to increase its relative share in the total declining resources available to the development partners. There has also been a tendency among the partners to initiate joint activities or to contract ready made assignments to ICA.*

*One of ICA priority areas is to assist the co-operatives which are in a transition to independence and an open market. Given the many challenges and the general decline in resources available for development work, ICA requires additional resources if it is to satisfactorily address these issues. With additional resources, ICA could intensify and strengthen present programmes including the promotion of an enabling environment, institution and capacity building and the development of methods and materials.*





Gabriella Sozanski

### **Meetings and seminars**

*The Regional Assembly for Europe was held in Budapest, Hungary on 30 October 1996 and was attended by 175 participants from 31 countries. The Assembly approved the work programme of ICA Europe for 1997 and also the report of a Working Group which reviewed East-West co-operation and defined the main policy guidelines for ICA Europe to follow in respect of its assistance to Central and Eastern Europe.*

*A half-day session was devoted to a discussion on "Corporate Governance and Management Control Systems in European Co-operatives". Six speakers addressed the theme from the aspect of the different co-operative sectors. As a conclusion a Statement was adopted unanimously so that member countries could follow-up and improve their management and control systems at national level. The Review of International Co-operation published the papers presented as well as the Statement in its issue 4/96.*

*Prior to the Regional Assembly a Seminar took place on financial co-operatives in collaboration with the International Raiffeisen Union with the participation of 25 representatives from Central and Eastern European countries. During this year the European Council met twice (in Budapest in October 1996, and in Rome in March 1997) and the Presidium met four times.*

### **Priorities**

*ICA Europe's attention has been focused on the implementation of the priorities approved by the last Regional Assembly:*

## **Strengthening of Co-operatives in Eastern and Central Europe**

*Following the recommendations of the Working Group on East-West collaboration which was approved by the European Council and the Regional Assembly, rules of procedure have been drafted and are being discussed on ICA Europe's involvement in project activities. It was decided to set up an information base on East-West projects of member organisations to be included in the ICA global database. One project has been taken over from the former Co-op Network, i.e. "Turning the pyramids upside down" for the benefit of the Moscow Regional Union of Consumer Co-operatives and Consuminter. The one-year project started in April 1997.*

## **Code of practice, governing methods and management control systems**

*As a follow-up to the Statement adopted at the Regional Assembly seminar on Governance last October further attention will be paid to this topic. Several member organisations from CEEC and CIS countries have reported on the use of the experiences of Western countries particularly for the improvement of their co-operative legislation.*

## **Sustainable Human Development (SHD)**

*ICA Europe contributed to the organisation and participated at the International Workshop on "The co-operative movement within the context of Euro-Mediterranean Partnership" held in Bari, Italy, on 28 February 1997. As an outcome, a co-operative network of the 12 Euro-Med countries was established which is in charge of follow-up activities leading to a second workshop in two years time. This programme goes beyond the geographical border of Europe and covers countries of the Middle East and North Africa around the Mediterranean Sea. ICA Europe wants to contribute this way to a better representation of that region within the ICA.*

*In close collaboration with the Development section of ICA a discussion paper on the role of ICA Europe in North-South collaboration projects has been prepared and is under discussion. This paper refers also to linking all European development activities to the recently established Development Trust.*

## **Co-operative Image in Europe: improving information and communication**

*The establishment of an electronic databank containing basic information and statistics on the European co-operative movements has been the primary objective of this priority. A one-year project, co-financed to the amount of 20% by DG XXIII of the European Commission, started last March and will be co-ordinated with the global ICA database programme.*

## **Gender Issues**

*Following the Statement on Co-operative Identity and the 1995 General Assembly Resolution on Gender Equality in Co-operatives ICA Europe has incorporated a gender aspect in all its priorities. The Secretariat contributed to publishing and distributing the second Co-op Women's Net Newsletter. In order to improve gender equality the*

European Council decided at its meeting in Rome to analyse the European answers to the ICA President's Gender Policy letter, to review the Rules for the European Region from a gender perspective, and to focus on gender equality when setting up an Election Committee to prepare the next European elections in 1998. Special attention will be paid to gender aggregated data in the Statistical Project and, as a target, female speakers will also be sought at European meetings and seminars.

### **Collaboration with the Sectoral Associations and other EU Organisations**

Since the creation of ICA Europe the sectoral associations of Brussels have attended the ICA European Council meetings as observers. The question of how best to co-operate and share responsibilities in order to avoid overlapping activities was discussed on several occasions. The latest Council meeting discussed a draft paper on collaboration prepared by the Secretariat and set up a working group to discuss this topic further and put forward a proposal on the future strategy of ICA Europe vis-à-vis the Brussels organisations for the September meeting of the Council. According to the new operating rules of CCACE, the co-ordinating body of the sectoral associations, ICA Europe will also be invited to their meetings either at presidential or at secretariat level.

### **Membership**

ICA welcomed four new European members, the Apex Organisation of Maltese Co-operatives, the Co-operative Federation of Bosnia-Herzegovina and two Polish members, the National Auditing Union of Workers' Co-operatives and the National Association of Credit Unions. At the same time, due to non-payment of subscription, two organisations had to leave, one withdrew and another suspended its membership due to financial difficulties.

A new application has been received from the Swedish Co-operative Housing Organisation (SBC) which will be reviewed by the European Council and the ICA Board in September.

At present the ICA's European Region counts 93 member organisations from 36 countries.

Other activities of the Region included visits to member organisations which covered in total 12 countries of Europe. These trips were on the invitation of member organisations and served different purposes, either participation at important co-operative events and meetings, or getting acquainted with movements and lobbying with governments for improving co-operative legislation. There were also some international conferences where ICA Europe was represented.

### **European Secretariat**

Following staff changes which took place last December the European Secretariat employs one full time person serving as Secretary to the European Council. For the first time since its establishment the European Office was invited to the consultation meeting of the ICA Regional Directors.

# REPORT OF THE INTERNATIONAL CO-OPERATIVE AGRICULTURAL ORGANISATION



Mario Dumais



Gordon Pugh

## **Executive Committee**

**President:** Mario Dumais (Canada)

**Secretary:** Gordon Pugh (Canada)

**Vice-Presidents:** Africa: Mohamed Idris (Egypt), Europe: Jan FencI (Czech Republic), Asia Pacific: Churll-Hee Won (Korea), Americas: Dejandir Dalpasquale (Brazil)

**Members:** Brij Bhadu (India), Villam Bosiak (Slovakia), Mario Campli (Italy), Costain Chilala (Zambia), Horvath Gabor (Hungary), U.S. Awasthi (India), Jacques Gaudinat (Belgium), Ron Gollehon (United States), Nai-Soo Lee (Korea), Cyril Moraveik (Slovak Republic), Holger Hasle Nielsen (Denmark), Yasumasa Tani (Japan), Ole Waehre (Norway)

## **Meetings**

The Executive Committee and the General Assembly of the Organisation met once during 1996-97. Those meetings took place in Rome, Italy on 11 November 1996 in conjunction with the World Food Summit organised by the Food and Agriculture Organisation of the United Nations.

The General Assembly began with a review of Italian agriculture, and of the role of Co-operatives in Italian agriculture, by Mr. Mario Campli of the Lega Nazionale Cooperative e Mutue (the host organisation for the Assembly).

*The focus of the General Assembly was the development of the ICA/ICAO intervention at the World Food Summit. In this context, a good deal of effort was expended in drafting and refining the Statement that was delivered at the Summit. This debate and discussion leading to the development of the Statement was assisted by presentation by FAO staff members regarding both the week's events and the follow-up actions required to implement the Summit's recommendations.*

*One of the key messages of the statement was that agriculture has done a very good job in feeding the world: in the last twenty years the world's population has doubled and yet the number of people deemed to be underfed has actually decreased. Co-operatives have played a key role in this success story.*

*Each of the regional committees (Americas, Europe, Africa and Asia) presented reports of activities for the preceding year and plans for the coming year.*

*The Executive Committee meeting was dominated by Administrative issues. It was led off by a Financial Report by the Secretary. This was followed by a discussion of a proposal for a new subscription policy for the ICAO. The proposal was that contributions be fixed as follows: 1,500 Swiss Francs for developed countries, 1,000 Francs for countries in transition and 500 Francs for less developed countries. The classification of countries would be based upon the norms established by International Organisations such as the UN. This discussion was followed by a review of the ICAO's regional structure.*

*The meeting concluded with a discussion of a proposed seminar, to be held in September of 1997, on co-operation in the area of agricultural inputs. Widespread support was expressed for the proposal and the President was encouraged to proceed with the organisation of the event. The President suggested that the seminar would likely be held in conjunction with the ICA's General Assembly in Geneva in mid-September of 1997.*

INTERNATIONAL CO-OPERATIVE BANKING  
ASSOCIATION (ICBA)



*Claude Béland*



*Ghislain Paradis*

***Executive Committee***

**President:** *Claude Béland (Québec, Canada)*

**Former President:** *Terry Thomas (U.K.)*

**Secretary:** *Ghislain Paradis (Québec, Canada)*

**Vice-Presidents:** *E.H. Boohene (Ghana); E.K. Mureithi (Kenya); J.A. Niño (Panama);  
E. Pflimlin (France); B.S. Vishwanathan (India); El Haloui (Morocco)*

**Members:** *M. Cardozo (Uruguay); J.-C. Detilleux (France); E. Laskiewicz  
(Poland); T.O. Olupitan (Nigeria); C. Snyder (USA)*

**Associate:** *C. Baker (WOCCU)*

***Vice-Presidents &  
Regional  
Chairmen:***

*E. Pflimlin (Europe), E.K. Mureithi (East, Central and South Africa),  
M. Cardozo (Latin America), E.H. Boohene (West Africa),  
J.A. Niño (The Americas), B.S. Vishwanathan (Asia and the Pacific),  
M. El Haloui (North Africa and Middle East),  
(Commonwealth of Independent States, organisation in progress)*

***Central Executive  
Cttee Members:***

*T. Thomas (U.K.), J.-C. Detilleux (France), E. Laskiewicz (Poland),  
T.O. Olupitan (Nigeria), C. Snyder (USA)*

**Other events:** The President, Claude Béland, was invited to make a presentation on the occasion of the Fourth Latin America Financial Convention, which took place October 2 to 4, 1996 in Panama City (Panama). The title of his presentation was: "The contribution to the strengthening of the social economy".

Mr. Béland also made a presentation at the ICA-Americas "96 Regional Conference", which took place in San Jose (Costa Rica) in November 1996. The topic was "De-Globalization. Global Challenge - Local Markets".

Mr. Béland was also invited to make a presentation on the occasion of the ICBA Latin America Regional Committee Seminar, in Montevideo (Uruguay), April 29 and 30, 1997. The topic of Mr. Béland's conference was "The Globalization and the local markets: Co-operative Banks strategy".

Following this event, the President met with students and other personalities at the BAR-ILAN University in Buenos Aires (Argentina) on May 2, 1997.

**Coming events:** A Central Executive Committee meeting of the ICBA along with a Plenary Session and a Seminar are scheduled on September 16, 17 and 18, 1997 in Geneva (Switzerland). The theme of the Seminar will be: "International Standards Regarding Capital: A Threat or an Opportunity for Financial Co-operatives?".

*The International Co-operative Banking Association was set up by national co-operative banks and financial organizations:*

- To exchange information;*
- To promote co-operation among co-operative banks;*
- To promote the development of new co-operative banks through advice and assistance;*
- To research and study subjects of common interest, i.e. capital formation, co-operative values as applied to banking, etc.*

*Membership is open to all banks and central thrift and credit organizations through one of the eight Regional Committees or by direct membership in the Central Executive Committee.*

*The ICBA Central Executive Committee maintains close contact with the European Association of Co-operative Banks in Brussels and the World Council of Credit Unions (WOCCU, USA).*

*In September 1995, Claude Béland, President of the Mouvement des caisses Desjardins (Québec, Canada) was elected President of the ICBA succeeding Terry Thomas (U.K.).*

### **Meetings and issues:**

*A Central Executive Committee meeting was held in Budapest, Hungary on October 24, 1996 followed by a Plenary Session on October 25, 1996. An invitation was extended to all co-operators to attend this important meeting. The theme was "Co-operative banks in the year 2000 as leaders in building a more equitable society: Keys to success". Speakers from the Americas, Africa, Asia and Europe were invited to share their views on this topic. The presentations made on that occasion appear in the eighth edition of the ICBA Journal.*

*On April 9, 1997 in Geneva (Switzerland) a Central Executive Committee meeting took place. The main object of this meeting was to pursue discussions on ICBA status and orientation, its relations with IRU, and to launch a survey on a descriptive inventory of co-operative banks worldwide. On that occasion Nasr-Eddine Lahlou, Délégué Général Vie Associative et Inspection, Banque Centrale Populaire du Maroc (Morocco) and Alban D'Amours, Inspector and Auditor, Mouvement des Caisses Desjardins du Québec (Canada), made a presentation on the capitalization of co-operative banks.*

*ICBA Secretariat has carried out a survey on the status and orientation of the Association. The survey results were presented on the occasion of the Plenary Session in Budapest (Hungary), on October 25.*

*ICBA and IRU agreed to reinforce their collaboration on issues of mutual interest.*





*Giuseppe Fabretti*



*Antonella Belfiori*

### **Executive Committee**

**Chairman:** *Giuseppe Fabretti (Italy)*

**Vice-Chairman:** *Masao Ohya (Japan)*

**Secretary:** *Antonella Belfiori (Italy)*

**Members:** *Manfred Dabrunz (Germany); Lars Hillbom (Sweden);  
Patrice Jolivet (France); Peter Szilagy (Hungary); Lloyd Wilkinson  
(United Kingdom).*

*This Specialised Organisation of the International Co-operative Alliance was founded in 1969, as the ICA Consumer Committee - Comité des consommateurs de l'ACI, referred to also as ICA Committee for Consumer Co-operatives - Comité de l'ACI pour les coopératives des consommateurs.*

### **Aims**

*The organisation initiates discussion on the crucial problems of co-operative consumer policy; communicates information both to ICA members and to organizations outside the co-operative movement; gives advice on consumer matters to new consumer co-operatives; co-operates with other ICA specialized bodies; represents co-operative consumer interests to other international co-operative or non co-operative organizations; collaborates with governmental and non-governmental agencies for consumer affairs; and publishes information on matters of interest to consumers, such as consumer protection, through the press and other media.*

## **Membership**

*The ICA International Consumer Co-operative Organisation is made up of member organisations from the following countries by region. Africa: Ghana, the Americas: Argentina, Brazil, Canada, Costa Rica; Asia and the Pacific: Australia, Bangladesh, India, Indonesia, Israel, Japan, Kuwait; Europe: Bulgaria, Czech Republic, Denmark, France, Germany, Hungary, Italy, Portugal, Slovakia, Spain, Sweden, United Kingdom.*

## **Finances**

*The ICCO is financed by an annual subscription based on the financial activity of its members. Since 1992, the minimum and maximum annual subscription rates have been maintained at CHF 500 and 2000 respectively.*

## **Meetings:**

*The following meetings were held in 1996*

- Executive Committee: March (Hamburg)*
- Executive Committee: October (Budapest)*
- Plenary Session: October (Budapest)*

*1997 meetings:*

- Executive Committee: May (Brussels)*
- Executive Committee: September (Geneva)*
- Plenary Session: September (Geneva)*

## **Activities**

### **CO-OPERATIVE AGENDA 21 - CONSUMER SECTION**

*Both the ICA and its specialised bodies committed themselves to environmental policies at the Tokyo Congress in 1992 and at the Rio Summit. ICCO members have collaborated in the final drawing up of the Co-operative Agenda 21 - Consumer Sector, stressing especially two points: the promotion of consumer and production patterns, limiting the excessive use of natural resources, and the development of an awareness linking lifestyle to consumption patterns that respect the environment.*

### **CONSUMER CO-OPERATIVE GUIDELINES**

*Following the 1995 Review of Co-operative Principles, the ICCO has drawn up guidelines for consumer co-operatives which were submitted to the ICA Secretariat in Geneva.*

## CO-OPERATIVE POLICY IN DEVELOPING COUNTRIES

*The ICCO has drawn up a project for the development and strengthening of consumer co-operatives in Latin America in collaboration with the ICA and the Swedish Co-operative Centre. This is a four-year project promoted by ICA, ANCC, SCC and ICCO in the following countries: Mexico, Guatemala, Honduras, El Salvador, Costa Rica, Dominican Republic, Brazil and Argentina. The first evaluation phase of the project is currently being implemented.*

## CO-OPERATIVE TRAINING

*In order to further inform and update cooperative managers, the ICCO has drawn up a project for an international seminar on consumption and the new biotechnologies in co-operation with EUROCOOP. The project has been granted funding by the European Community.*

## INTERNATIONAL CONSUMER DAY

*Each year ICCO publishes a message on the occasion of the International Consumer Day, which is celebrated on March 15th. The 1996 message celebrated fair trade and solidarity with the countries in the southern part of the world; while the 1997 message analysed the problems concerned with the evolution of the negative impacts connected with the production of goods.*

# INTERNATIONAL CO-OPERATIVE FISHERIES ORGANISATION



*Shoji Uemura*



*Giichi Suzuki*



*Masaaki Sato*

## **Executive Committee**

**Chairman:** *Shoji Uemura (Japan)*

**Vice-Chairman:** *Maurice Benoish (France); Park Jong Sik (Rep. of Korea); Subhash Chandra (India); Dr. Antal Csoma (Hungary)*

**Members:** *Benedikt Sveinsson (Iceland); Narong Chuprakop (Thailand); Shahabudin Shafie (Malaysia)*

**Auditors:** *H.Eddiwan (Indonesia); M.C.Merril Perera (Sri Lanka)*

## **Membership**

*In 1997, there are 27 member organisations from 23 countries*

## **Meetings**

*The International Co-operative Fisheries Organisation (better known as ICA Fisheries Committee) organized its plenary meetings of 1996 and 1997 as follows.*

*The Plenary Meeting of 1996 was held at ANGKASA (National Co-operative Organisation of Malaysia), Petaling Jaya, Malaysia on 11 June 1996. It was attended by 15 co-operators from eight member organisations of seven countries. Prior to the Plenary Meeting, the Executive Meeting was held in the morning of the same day. A one-day postconference study tour was also arranged by the host organisation when*

participants had the opportunity to visit Koperasi Herr Meng on P. Ketan (Herr Meng Fishermen's Co-operative on Crab Island).

The Plenary Meeting of 1997 is scheduled for 17 September 1997 at UNESCO, Geneva, Switzerland. It will be preceded by an Executive Meeting in the morning of the same day.

### **Education and Training Activities**

---

One of the main activities of the Committee is to organise seminars/workshops on fisheries co-operatives in developing countries.

In 1996, the Committee organised a seminar on leadership development in the fisheries Co-operative sector in Budapest, Hungary from 23 to 26 September 1996.

In 1997, the Committee organised a seminar on leadership development in the fisheries Co-operative sector in Cirebon, Indonesia during 31 March to 4 April 1997.

The Educational activity plan for fiscal year 1997 will be reconfirmed at the Plenary Meeting to be held on 17 September in Geneva, Switzerland.

### **Future Directions**

---

At the Plenary Meeting of the Committee held in Malaysia in June 1996, it was agreed that consideration be given to planning the Second International Conference on Fishermen's Co-operatives. However, the conclusion among the participants on this agenda was that it was still at a premature stage. Thus, this agenda will be discussed again in Geneva, Switzerland in September 1997, when the Committee meets again.

### **Others**

---

#### **1. Co-operative Principles**

The seven new Co-operative Principles, or Co-operative Identity Statement as adopted in Manchester in 1995 have been circulated to member organisations. The implementation of the Identity Statement is typically represented by putting emphasis on the new seventh principle, i.e. Concern for Community wherein various activities centred on environmental conservation are being promoted by some member organisations.

#### **2. Reaction to the decentralization of ICA**

The decentralisation process of ICA has brought Fisheries Committee member organisations closer to ICA regional offices for further collaboration. However, the methodology of how linkage between ICA headquarters, regional offices and Fisheries Committee member organisations should be strengthened needs to be worked out so as to benefit as many members as possible through the ICA network.

# INTERNATIONAL HEALTH CO-OPERATIVE ORGANISATION (IHCO)



Shoji Kato



Mats Ahnlund

## **Executive Committee**

- President:** Dr. Shoji Kato (Japan, Chairman of Medical Co-op Committee of JCCU)
- Vice-President:** Dr. Edmundo Castilho (Brazil, President of Unimed)
- Vice-President:** Dr. Francisco Carreno (Spain, President of Espriu Foundation)
- Secretary:** Mats Ahnlund (ICA)

The International Health Co-operative Organisation was founded in Costa Rica on November 21, 1996. It is the newest specialised body of the ICA in the co-operative health sector. First of all, we wish to express our appreciation to Graham Melmoth, President of the ICA and all others involved.

## **The Way to Foundation**

The international exchange of health co-operatives began at the first International Health-Medical Co-op Forum held during the 30th ICA Congress in Tokyo in 1992. By the time the second International Co-operative Health and Social Care Forum was held September 18, 1995 as part of the ICA Centennial Congress meetings, the establishment of the IHCO was anticipated in Europe and South America, as well as by the ICA.

We held three unofficial meetings in Geneva, Seville and Prague to prepare for the second forum and we finally made a plan to propose the establishment of the IHCO. The main participants of the meetings were representatives from Sweden, Spain, Brazil and Japan.

*At the second forum, all the participants agreed to establish the IHCO and the three present executives were elected as an Interim Steering Committee. The secretary at that time was Mr. Arsenio Invernizzi of the ICA.*

*The Interim Steering Committee worked quickly and presented the necessary documents to the Board of the ICA. The plan was approved by all of the members at the Board Meeting in Beijing, China on April 10, 1996. Many found the structure of the IHCO interesting, as the leaders represent three different kinds of co-ops: user-owned, provider-owned and integrated.*

*Because the IHCO was just recently founded, there are still many problems. The three organisations of the Interim Steering Committee participated in the meeting, as well as nine other organisations interested in becoming members. However, their entry to the IHCO was delayed. We plan to strengthen the board of directors and the organisation itself by increasing the number of the members, responding positively to requests from social care co-operatives by making a consensus to accept them into membership. As we emphasized in the action plan, it is necessary to establish meetings in all ICA regions.*

### **General Meetings**

*The second General Meeting will be held on September 13, 1997 based on the rule that the General Meetings of the IHCO and the ICA coincide. The third Board Meeting will be held in June. We expect that after the second General Meeting the IHCO will be better organised.*

### **Other Activities**

*The IHCO has already made contacts with the ILO and the WHO. The division of health promotion of the WHO invited us to attend a health promotion meeting held in Jakarta. There was also a request from the Department on Aging and Health of the WHO to co-operate in an event for the International Year of the Elderly, 1999. During discussions with the WHO, it was pointed out that citizen participation in health promotion is the key to success. This is an important value of health co-operatives.*

## INTERNATIONAL CO-OPERATIVE HOUSING



*Rolf Trodin*



*Jens Heiser*



*Ivar O. Hansen*

### **Executive Committee**

- Chairman:** *Rolf Trodin (Sweden)*  
**Vice-Chairman:** *Jens Heiser (Germany)*  
**Secretary:** *Ivar O. Hansen (Norway)*

### **Regions**

*Three regional committees have been established in Europe, Asia and Latin America. In September 1997 we will decide whether or not to establish a regional committee in Africa.*

### **Meetings and Seminars**

*In connection with Habitat II in Istanbul a board meeting, a general assembly, a photo exhibition, and three seminars were held.*

*The seminars were about the situation in Turkey; joint venture developing projects in Africa, Asia, and Latin America; and the position paper that was written in Manchester in 1995 was entitled "Housing Co-operatives and the Co-operative Identity."*

*A statement was issued based on the position paper, the Habitat agenda and the Istanbul Declaration.*



*The president of ICA Housing had the opportunity to address the UN Conference. In his speech he stressed the need for government support for co-operatives and promised that housing co-operatives will help to solve the worldwide housing problem.*

*The UN Secretary General's report to the General Assembly on "Status and Role of Co-operatives in Light of New Economic and Social Trends" said very positive things about housing co-operatives and quoted from the ICA Housing statement from Istanbul.*

*After Istanbul a board meeting was held in Budapest where a decision was made to hold four regional seminars followed by local workshops.*

*The first one took place in Kampala in April 1997. For two days, 110 participants from Uganda, Zimbabwe, Kenya and Sudan discussed the themes of Habitat II. We also discussed co-operation between co-operatives, regional communication, self-construction, and multi-purpose co-operatives.*

*Examples from joint venture developing projects from these countries and from South Africa and Europe were presented.*

*The seminar will be followed by local workshops among members in Africa. In the fall of 1997 and spring of 1998 seminars will be held in Latin America and Asia. We will also have a seminar in Geneva, in connection with the General Assembly in September 1997.*

*The UN has called for active participation in the "after Habitat work." The president of ICA Housing and ICA staff members will represent the co-operative organisation at these meetings.*

*The president, vice president and secretary have visited many of our members during the last year, both in connection with meetings and seminars and on an individual basis.*

# INTERNATIONAL CO-OPERATIVE AND MUTUAL INSURANCE FEDERATION (ICMIF)



Tan Kin Lian



Hans Dahlberg

## **Executive Committee**

- Chairman:** Tan Kin Lian (Singapore)
- Vice-Chairmen:** Enea Mazzoli (Italy); Koichiro Koeda (Japan);  
Dimon R. McFerson (USA)
- Members:** Alfredo Gonzalez Moledo (Argentina); Siegfried Sellitsch (Austria);  
Terry Squire (Canada); Jürgen Förterer (Germany);  
Lakshmanan Meyyappan (Malaysia); Håkan Tidlund (Sweden);  
David Hollas (UK)
- Ex officio:** Hans Dahlberg, Chief Executive, ICMIF; Jacques Forest,  
Chairman, ACME; Julio Enrique Medrano León, Chairman,  
AAC/MIS; Vacant, Chairman, AFRA

## **A Global Reach for Local Strength**

ICMIF is also known as:

- \* *Fédération Internationale des Coopératives et Mutuelles d'Assurance*
- \* *Kokusai Kyodokumiai Hoken Rengo*
- \* *Internationaler Verband Genossenschaftlicher und Wechselseitiger Versicherungen*
- \* *Federación Internacional de Cooperativas y Mutuales de Seguros*

ICMIF members also belong to four regional associations, in Europe, the Americas, Asia and Africa.

ICMIF represents more than 160 insurers belonging to 100 member organizations in 61 countries, including six observers.

The ICMIF core functions are as follows:

- \* *Maintaining members' unique identity*
- \* *Building membership and encouraging direct member contact*
- \* *Facilitating and managing joint projects*
- \* *Guiding shared intelligence*
- \* *Providing reinsurance access and professional service*
- \* *Extending and co-ordinating development assistance*
- \* *Organizing conferences, seminars and other meetings*
- \* *Enhancing internal and external communications*
- \* *Maintaining active external relations*
- \* *Managing a capital support facility*

## **Reinsurance**

Over recent years, reinsurance markets have seen declining prices and this trend continued at the 1996 renewal. There was a rush by bigger players, and those who wanted to get bigger, to buy smaller and, in some cases, not-so-small players.

The reinsurance committee's view is that the current market presents a great opportunity for ICMIF members to strengthen themselves individually and collectively through the exchange of reinsurance business. It is not only desirable, as a fundamental aim of reinsurance services, but also essential, ensuring that members help one another to achieve a satisfactory spread of reinsurers. It will also enable reinsurance services to offset the 1996 results, as the amount of reinsurance business exchanged — among 57 members in 36 countries — fell by 9.9% to GBP 42.3 million (14.3% if adjusted for currency exchange rate fluctuation).

Despite the shortfall, 1996 was something of a watershed year in that the Meeting of Reinsurance Officials (MORO) held in Costa Rica, for the first time was based entirely on group activity for a reinsurance business simulation, attracting over 70 participants. The simulation was run on two further occasions in 1996, with more in 1997. A new simulation is being prepared for the next MORO.

Following approval by the board of directors in 1995, ICMIF registered a new company called Reinsurance Services Limited (RS Ltd) in Guernsey at the beginning of July 1996. It enables ICMIF to assist in placing members' business into the open reinsurance market when required, and means that ICMIF now offers a full reinsurance service to members.

*At last year's reinsurance committee meeting, ICMIF presented its intention to develop an added-value project every two years. The project approved by the committee was the development of a computer-based model for evaluating alternative proportional treaty structures and a model for the assessment of excess-of-loss quotations. This is scheduled for 1998.*

## **Development**

*ICMIF helps people-oriented movements look into the feasibility of meeting their insurance needs more effectively through enterprises they themselves may own and control. It also arranges technical assistance and, where practical and possible, financial assistance from appropriate sources for member organizations in various stages of development.*

*In 1996, in line with the trend more recently, assistance of the first kind—looking into new programmes—was in demand much less than facilitating problem-solving for existing member companies.*

*Aside from some ground-breaking in eastern and central Europe — chiefly Bulgaria, Latvia and Russia — a feasibility study was carried out in Sri Lanka and a notable initiative towards a new programme taken in the biggest market in South America, Brazil — a first for ICMIF.*

*Among existing members, CIS Kenya continued to require regular, intensive management consultation — in the wake of a historic rescue package ICMIF had put together for it in 1995.*

*Another significant challenge ICMIF addressed during the year was to help meet the long-standing need to bring about unification of co-operative insurance programmes in the Philippines. Endorsed by elected and appointed leaders of a dozen people-oriented organisations, an ICMIF-sponsored task force has mapped out plans for a joint venture.*

*There and elsewhere, a lot remains to be done. Needs of developing members have been surfacing in two major categories: training and systems employing information technology, and equity financing.*

*At its 1996 meeting, the ICMIF board of directors called upon the development and capital study committees to devise an approach for strengthening Allnations, the capital support facility, so it can assist developed as well as developing members effectively.*

*Work also got under way to design a tool to promote the use of information technology in management, but more often than not, ICMIF consultants have found that it is management itself which requires more pressing attention.*

## **Membership**

*The past year has indeed been an explosive one for new membership. Eighteen organisations have joined ICMIF, nine in 1996 and a further nine already this year, bringing the total membership to 100 from 61 countries. The new countries where ICMIF is represented are Brazil, Curaçao, Portugal, Russia, Sri Lanka, Uruguay and Venezuela. The new members include 14 full members, two associate members and two observers.*

*New full members are: Unimed (Brazil), Seguros Equidad Nacional (Costa Rica), LB Group (Denmark), Auxilio Postumo del Magisterio (Guatemala), Reale Re (Italy), Zenjikyō and Zenshinren (Japan), ASKA (Curaçao), CLIMBS (The Philippines), Euresap (Portugal), SURCO (Uruguay), MSI and American Agricultural Insurance Company (USA) and COOPERAR (Venezuela). New associate members are Volgograd Podderzhka (Russia) and NCC (Sri Lanka), and new observers CESAR Foundation (Italy) and Multiplan (USA).*

*There were three departures from membership. The chairman's report refers to one: Groupama (France). The other two were as a result of internal reorganisation: CUMIS of Canada as part of CUNA Mutual (USA) and Arcolux (Luxembourg) as part of DVV (Belgium).*

*The regional associations are sharpening their focus on services for which members have a demonstrable need. Aside from seminars and workshops which each organises regularly, development has been of major interest to the Americas Association while networking and know-how exchange are emerging as core functions of the associations in Europe and Asia.*

*Meetings have taken place between ICMIF and AISAM — a similar association of mutual insurers — to bring the two organisations closer together. Lobbying in the European Union and capital issues are among areas of possible collaboration.*

## **Intelligence Unit**

*Guiding and enriching our shared intelligence is a core function of ICMIF. The intelligence unit achieves this through:*

*member information — gathering information about members; collaborative research — exchanging experience, studying interesting topics, producing reports; and market information — analysing market data including information obtained through members.*

*To review the relevance of each phase and its activities, a scanning group named the insurance intelligence network (IIN) meets twice a year and agrees on a work programme.*

*The Member Directory is published annually and provides an overview of the membership, comprehensive descriptions of each member including activities and financial results, and international market statistics.*

*A new professional network for information technology (IT) managers was launched in 1996. Its first workshop hosted by NTUC INCOME (Singapore) gave members the opportunity to exchange their knowledge and expertise in an open, noncompetitive environment. The second was held in Copenhagen and hosted by Alka.*

*The fourth annual workshop of the ICMIF investment network, held in Paris, gave participants the opportunity to exchange information about macro-economic trends and developments in financial markets.*

*The marketing and distribution channels project team completed a report, "Direct Response Distribution in Insurance," which focuses on key factors for success and failure in direct selling.*

*The project "Healthcare insurance to fill the gaps of social security" is of global interest and its report will be a useful tool for members. Preparations were made for a seminar on customer satisfaction, and we continued to look into the environmental commitment of the insurance industry.*

*Mini-projects were started or continued in: reporting on corporate social responsibility; the influence of legislation in life insurance, e.g., genetic testing; no-fault systems for personal injury claims; and ethical investment.*

## **Communications**

*The ICMIF secretariat has been connected to e-mail through the Internet since 1996.*

*We continue to print ICMIF Network in English, Spanish and French, with a translation in Japanese.*

*Our corporate video, «A Global Reach for Good Business» debuted in May 1996. That's when we started planning for the 1997 conference to be held in Puerto Rico in October. The conference is at the heart of our communications effort. It is the prime networking medium of ICMIF. The slogan for the conference is «Together today for a better tomorrow.»*

## INTERNATIONAL CO-OPERATIVE AND ASSOCIATIVE TOURISM ORGANISATION (TICA)



Michael Grindrod



Raymond Stélandre

### **Executive Committee**

- Chairman:** Michael Grindrod (UK)  
**Vice-Chairman:** Maurizio Davolio (Italy)  
**Secretary General:** Raymond Stélandre (Belgium)  
**Members:** Ole Andresen (Denmark); Jia Minsheng (China)  
**Hon. President:** André Guignand (France)

The TICA annual Commercial Workshop and General Assembly were held in Montreal in conjunction with the General Assembly of Bureau International du Tourisme Social (BITS) in September 1996.

### **Protocol of association with BITS**

Discussion took place on the mechanism for the merger of TICA and BITS. Mr. Grindrod reported that discussions had taken place between TICA and ICA regarding the relationship after the merger with BITS. He explained that ICA was now forming itself very much on a regional basis, and as part of this process, had conducted a review of its Specialised Committees. They had concluded that it was necessary to discontinue a number of these Committees, which have met only at the ICA Congress and made no contribution between Congresses. TICA received a letter from the President of the ICA which stated that in view of its merger with BITS, it had been decided that it should no longer be a Specialised Committee of ICA, but was invited to maintain close contact. If ICA received requests from emerging Co-op tourist organi-

sations for information, advice, etc., they would continue to pass these on to the newly merged BITS/TICA organisation.

Members expressed their concern that a positive liaison should be maintained with the ICA and that if in the future TICA membership and interest developed positively, a more formal relationship should be re-established. It was strongly felt that the co-operative sector should not divorce itself from one of the most important sectors of the global economy.

The General Assembly ratified the Protocol of Agreement with BITS and delegated authority for implementation of the proposals.

At the same time as the BITS General Assembly, all delegates adopted the Montreal Declaration of BITS.

*“Towards a Human and Social Vision of Tourism”*

*Preamble*

1. *High ideals in the face of discrimination and the challenge of integration*

2. *Social tourism: its strengths for the future*

- *to shape society*
- *to promote economic growth*
- *to participate in the land management debate*
- *to partner in global development programmes*

3. *Criteria for a definition of social tourism*

*Additional copies of the Montreal Declaration may be obtained from BITS secretariat office at the following address: BITS, 63, rue de la Loi, 1040 Bruxelles, Belgium.*

### **Next meeting of TICA**

*General Assembly and Workshop: Paris in September 1997.*





Steinar Sivertsen



Ole Dueholm

## **Executive Committee**

**Chairman:** Steinar Sivertsen (Norway)

**Vice-Chairmen:** John B. Owen (UK); Vincenzo Tassinari (Italy)

**Executive Officer:** Ole Dueholm

**Members:** Silvester Adamca (Slovakia); Lars Hillbom (Sweden); László Murányi (Hungary); Aarno Mäntynen (Finland); Akira Uchitate (Japan); Mordechai Weisbrod (Israel).

## **Membership**

*Inter-Coop is an association of co-operative federal organisations in East and West Europe, Israel and Japan. As of April 1997, 10 co-op central organisations from nine countries are members of Inter-Coop.*

*Together with their 2,200 affiliated co-operative retail societies, the retail organisations of Inter-Coop members make up an economic force as a trading group which exerts a significant influence on national and international markets. In 1995, members of Inter-Coop recorded retail sales exceeding 56 billion ECU in more than 22,000 retail outlets.*

## **Exchange of Know-How and Information**

*The aim of Inter-Coop is to promote the exchange of know-how and information between its member organisations, especially on subjects related to retail trade.*

The exchange of know-how and information takes place in a number of working groups, of which some are permanent, while others are set up on an ad hoc basis to deal with specific issues. In addition, Inter-Coop co-ordinates an education programme for senior managers from member organisations and issues two information letters "Inter-Coop Information" and "Inter-Coop Newsletter"

### **Permanent Working Groups**

Two permanent working groups are directly retail-related, viz. the Discount Stores Group and the Co-op Retailers' Group, the latter dealing with issues in store types other than discount stores, i.e. supermarkets, superstores, and hypermarkets. The Co-op Retailers' Group is a new group formed in 1996 on the basis of two former working groups for "supermarkets" and "hypermarkets and superstores".

Another permanent working group for Logistics is made up of logistics managers from a number of Inter-Coop member organisations. Following the issue of a comprehensive document "Goods Movement In Supply Chain Management", which describes an ideal model for goods movement, the Group is now exchanging know-how and considering collaboration possibilities with regard to computer assisted ordering systems.

A permanent working group for Green Issues & Ethics was established in 1996 at the initiative of the Inter-Coop Board to facilitate discussions among member organisations in which retailers can and do respond to consumer behaviour related to environment protection and ethical questions.

The working group "Food Laboratories" no longer functions within the framework of Inter-Coop as such, but the Inter-Coop Secretariat continues to provide administrative support for what is now a voluntary network for laboratory and quality assurance managers.

### **Ad Hoc Working Groups**

Ad hoc working groups are established from time to time to deal with topics, that are not related to a specific store type. Thus, in 1994 an ad hoc meeting dealt with "Environment Protection Efforts" on the part of Inter-Coop members. This meeting resulted in the establishment of the permanent working group for green issues and ethics mentioned above.

In 1995 a working group discussed "Security Issues" with particular emphasis on electronic alarm systems. This meeting resulted in a requirement specification for alarm systems and tags, which Inter-Coop has submitted to the European authorities with the suggestion that alarm system requirements should be harmonised in the interest of both retailers and consumers.

## ***Strategic Issues In Co-op Retailing***

---

*This is the title of the Inter-Coop education programme for senior managers. It is a series of seminars and cases studies in three modules and three different countries which takes delegates through a number of cases and disciplines relating to retailing, logistics, strategic planning and marketing.*

*The education programme has featured in Inter-Coop's work programme each year since 1993 and continues to be successful.*

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



*Yves Régis*



*Marián Rybár*



*Arsenio Invernizzi*

**Executive Committee**

**Chairman:** *Yves Régis (France) until September 1996, Marián Rybár (Slovakia), elected Interim President on 25 October 1996*

**Secretary:** *Martine Cabanis (France); Arsenio Invernizzi (ICA)*

**Vice-Chairmen:** *B.S. Vishvanathan - N.C.U.I. (India), Mohamed Sebaiy (Egypt), F Scalvini (Italy-CECOP)*

**Members:** *Yuzo Nagato (Japan), Dumitru Danga (Romania), Agus Sudono (Indonesia), Mrs. Prasad (India), Vivian Woodell (UK), Alverino (Uruguay), Kibora (Africa), Lubasi ( East Africa), Daman Prakash (Asia), Jean-Marie Courtois (France)*

**Membership**

*CICOPA has 72 member organisations from 52 countries (Europe: 15, Africa: 15, America: 13, Asia: 9)*

**Publication**

*CICOPA Newsletter is issued twice a year*

## **Statutory Meetings**

*Every two years a Plenary meeting is held (which usually coincides with the ICA Board meeting) with two Executive meetings held each year. The last Plenary meeting took place in Manchester in September 1995.*

*The most recent Executive Committee was held in Budapest (October 1996). On this occasion the ICA President paid tribute to CICOPA's long-time President, Yves Régis, who died in September. The enlarged Executive Committee meeting took place on 10 April 1997 in Bratislava (Slovakia).*

## **Regional Organisations**

*CICOPA Latina America is temporarily located in Cono Sur. CICOPA Asia and CICOPA Africa are in the planning stages.*

*The creation of CICOPA-Europe is being discussed by the Common Commission of CICOPA/CECOP. Its formal creation is expected before the end of 1997, or eventually in 1998 at the General Assembly.*

### **CICOPA DEVELOPMENT PROGRAMMES**

*CICOPA implements its development programmes through the following consultants: Ruben Villa, Bruno Roelants, Pierre Guiard-Schmid, Sergeyi Smolyansky.*

### **CICOPA PROGRAMME IN LATIN AMERICA**

*Argentina: The Programme has oriented the main actions towards the creation and development of co-operative commercial networks in different cities of the country and has continued, with the rest of the co-ops involved in the programme, the activities on management control, commercialization and marketing.*

*Paraguay: The work undertaken by the Cicopa Service dealt with granting the co-ops investment projects for either production or properties.*

*Uruguay: The programme continued its two activities: advisory services and project financing.*

*Central America: The programme offered support to handicraft and industrial co-operatives from Costa Rica and El Salvador. Activities include financial and merchandising procedure support, managerial assessment, and assistance in procuring credit.*

## CICOPA PROGRAMME IN CHINA

*The programme was established in June 1996. The three organisations mandated Mao Lai to be responsible for the programme in China and to establish a consultancy co-operative, called XIMENG (established in October 96) to administer the programme.*

*There are already around 80 enterprises in the network established and coordinated by XIMENG, around 50 of those in the region of Shanghai, involving a workforce of approximately 14,000 people. One of the main focuses of the programme is to promote the reconversion of public enterprises into producers' co-ops. Around 20 of the co-op member enterprises of the network in Shanghai were either recently reconverted or are in the process of reconversion.*

*The second most important issue is the promotion of international economic co-operation. A third priority is to help unemployed people to form co-ops. A very good piece of news is that, after three years of lobbying, Mao Lai and his group have just obtained the approval for the first private co-operative bank in the history of the People's Republic of China, to be established in Shanghai. A second programme should be launched soon, this time in a rural environment in the Hebei province.*

## CICOPA PROGRAMME IN INDIA

*The CICOPA programme in India aims to strengthen the management and marketing skills of co-operative producers and artisans in the country. Within this programme, two units have been established in Delhi and Bangalore. The project was implemented in the States of Rajasthan, Madhya Pradesh and in Karnataka. The possibility of extending the programmes is under discussion.*

## CICOPA PROGRAMME IN RUSSIA

*In 1994/1995, CICOPA together with LIKOP (League of co-operatives and enterprises of Russia) managed a project aimed at the elaboration of a specific Act regulating producer's co-operatives in Russia. In order to prepare the draft bill, a working group consisting of Russian and European experts was established. Then LIKOP submitted the draft bill to the Duma (Russian Parliament). After the approval by the Duma, on 8 May 1996, B.N. Yeltsin, President of Russia, signed the Federal Act on Producer Co-operatives. At the beginning of 1996, CICOPA and LIKOP organised an international conference on how to resolve the difficulties in developing producers' co-operatives. At present, CICOPA and LIKOP are organising activities aimed at facilitating the implementation of the new Act. Work on establishing the national federation of producer's co-operatives of Russia will be finished soon. One of the most crucial tasks is training and education for the managers and directors of producers' co-ops.*

*At present funds are being searched for eventual implementation of other programmes.*

## **Conferences:**

*ICA, CICOPA and Job Ownership Ltd, UK sponsored an International Conference on Co-operative Enterprises and the Economy of Employee Shareholders which took place in Imola, Italy on 22 and 23 October 1996, an initiative of the Italian Co-operative Movement. More than 250 persons from 17 countries participated in this International Conference, demonstrating the importance of sharing information on different experience and forms of «participatory» ownership and management. Opportunities for possible alliances among co-operatives and other enterprises with similar values have been discussed.*

*A resolution was approved asking the governments and the European Union to improve policies and legislations in favour of democratic employee ownership, and strengthening closer relations within the organisations and networks which participated in the conference.*

## **Activities Planned For the Future**

*We are considering maintaining a four-year cycle of international conferences. The next forum is to be held in 1998 and should concentrate on environmental issues. The working title is «Producer co-operatives and the environment».*

*The date and venue will be announced at the CICOPA General Assembly in Geneva.*

## ICA COMMUNICATIONS COMMITTEE (ICACC)



*Poul Dines*



*Iain Williamson*



*Mary Treacy*

### **Executive Committee**

**Chairman:** *Poul Dines (Denmark)*

**Vice-Chairman:** *Iain Williamson (UK)*

**Secretary:** *Mary Treacy (ICA)*

**Members:** *Kamal Hamdy Aboul Kheir (Egypt); Tony Luscombe (UK); Zahid Qureshi (ICMIF); Denis Tzarevcan (France).*

### **Membership**

*The Committee is a small active group with 15 members from 14 organisations in 9 countries. The Committee's Rules have recently been changed to allow individuals who work for organisations and universities promoting co-operatives but not in membership of ICA to join. A mail vote is also being organised to chose the new Executive as a plenary meeting is not being held at the time of the General Assembly. The new rules will also be approved by mail vote.*

### **Meetings and Activities**

*The ICACC held a plenary meeting followed by a seminar on "Co-operative Image in the Year 2,000" in Budapest in October 1996. The Seminar addressed four issues: Using television to enhance the co-op image, with keynote speaker Andrew Booth, Director of World Television (UK); Harnessing the collective genius of people to create*



*the results they truly desire, with keynote speaker Zahid Quereshi of ICMIF; Strengthening community identity among international organizations using electronic networks, with keynote speaker Byron Henderson of the Center for the Study of Co-operatives at Saskatchewan University; and Reflections on the desk-top publishing revolution, with Iain Williamson, Information Manager of the Co-op Union (UK) as keynote speaker. An executive meeting was held in Copenhagen in May 1997.*

*The ICACC will hold an executive meeting in Geneva this September as well as a meeting of the Sub-Committee on Communications and Trade and a Joint Seminar with the HRD Committee on overcoming geographical barriers through electronic networking and distance learning.*

### **Activities**

*Besides the organisation of seminars, the ICACC has been engaged in plans for forthcoming events: a Workshop for Journalists from East, Central and Southern Africa will be held in 1998, and the setting up of two sub-groups to address questions brought about by the rapid development of communication technology, in collaboration with Byron Henderson of the University of Saskatchewan Center for the Study of Co-operatives: the first on Communications and Trade and the second on Communications Technology and Co-operative Education.*

## ICA GLOBAL HRD COMMITTEE



Yehudah Paz



Jan-Eirik Imbsen

### **Executive Committee**

**Chairperson:** Yehudah Paz (Israel)

**Vice-Chairpersons:** Ungku A. Aziz (Malaysia); Gabriele Ullrich (ILO);  
Fakhry Shousha (Egypt); Taketoshi Nojiri (Japan)

**Members:** B.D. Sharma (India); Vitaliy Teplov (Russia); Saled Syafradji  
(Indonesia); Esther Gicheru (Kenya); Luis Arturo Muñoz (Colombia)

**Secretary:** Jan-Eirik Imbsen (ICA)

*During the period under review the members of the Executive Committee have held two meetings; first in Kuala Lumpur in conjunction with the Asian Regional Assembly last June, and another in conjunction with the European Regional Assembly in Budapest. There have also been several meetings between individual members of the committee. At the Budapest meeting, the main point on the agenda was a discussion on the role and structure of the Committee, as well as the drafting of a constitution. The proposed constitution was presented to and approved by the ICA Board at its meeting in Uganda in April '97.*

*As 1996 was a year during which the Regional Assemblies met, we wanted to ensure that the programme of each of these included an HRD event; a meeting of the regional HRD framework and/or a seminar/workshop with participation of the regional and/or global committee.*

*A meeting of the emerging committee for East, Central and Southern Africa was organized in conjunction with the ICA Ministerial Conference in Mauritius in May 1996.*

*A joint ICA/DSE (Germany) regional bilingual seminar on information, communication, education and training in co-operatives was organised in conjunction with the African Regional Assembly in Dakar last August. Three members of the Executive (Chairman, Secretary, African representative) as well as a representative of the regional structure participated. A draft constitution for the regional network was also discussed. This constitution also mentions research and consultancy as part of its mandate.*

*The ICA Committee on HRD for Asia and the Pacific organised its meeting in conjunction with the Asian Regional Assembly in Kuala Lumpur. This meeting was combined with a workshop on management and co-operative values co-organised by the global committee. A new constitution for the Committee was discussed and later approved by the Regional Assembly. The constitution also makes reference to research in the mandate and name of the committee.*

*The ICA Regional Office for the Americas organised a regional meeting in Lima in July to discuss ICA's proposed HRD strategy for the region. The chairman of the Global HRD Committee made a presentation and served as a resource person. At the Americas Regional Assembly towards the end of the year, a number of HRD events were organised. The chairman and secretary of the global committee both participated in a panel discussion which was well attended by delegates from the whole region.*

*Another important event was a global seminar on HRD in Co-operatives which took place in Israel from 25 November to 19 December. 29 participants from Africa, Asia, Latin America and East and Central Europe attended the 25 day course which was a joint activity with the International Institute (Histadrut, Israel).*

*For 1997 we have so far proposed a seminar in conjunction with the '97 General Assembly in Geneva. The theme will be electronic networking. This seminar will be a joint activity with the Communications Committee and the ILO COOPNET. There will also be a meeting of the Executive Committee as well as a plenary which will choose a new Executive.*

*The possibility of organising another international seminar together with the ILO towards the end of the year is also being discussed. This event may take place in the Asian region.*

## RESEARCH COMMITTEE



*Roger Spear*



*Alina Pawlowska*

### **Executive Committee**

**Chairman:** Roger Spear (UK)

**Vice-Chairmen:** Yohanan Stryjan (Sweden); Lou Hammond-Ketilson (Canada)  
Akira Kurimoto (Japan)

**Secretary:** Alina Pawlowska (ICA)

*This year has been another good year with excellent participation in our conferences and good papers for our publications. We have also made progress extending our networks and support for research around the world. Last year we developed the current committee globally by taking onto our international team Akira Kurimoto (from Japan) who along with the others (Lou Hammond-Ketilson from Canada and Yohanan Stryjan from Sweden), has played an active role in guiding and supporting our activities.*

*Our committee operates largely through electronic (email) communication and through the support of local national research institutes for its conference organisation. More formal support and communication is provided through the good offices of ICA Geneva, by Mary Treacy (Director of Communications) and Alina Pawlowska (Documentation Officer).*

### **Recent Activities**

*The major activity each year is our International Research Conference. In the past these have tended to be in Eastern or Western Europe, but we are trying to develop activities and networks in all regions. The 1996 conference was held in Tartu, Estonia. We were*

made very welcome by the Estonians at MAI, and it was very successful with over 30 papers given on a wide range of themes, and with about 50 to 60 people participating. This was followed by a regional workshop in association with CIES (Isabel Vidal, Barcelona), organised to coincide with the ICA regional meeting. The subject was on Labour Markets, Unemployment and Co-ops, a vital area for co-op development. About 20 papers were presented and 40 people attended from East and West Europe.

In addition, at the ICA regional meeting, a small workshop was held to promote and develop research and activity on social audits. One of the aims was to encourage and promote joint research projects, and at least two funding proposals have gone to European and national bodies to continue this work; and further networking has taken place informally to continue this activity in this very topical area.

Following the success of last year's RIC special issue on research, a second special issue of the Review of International Co-operation has been produced. It comprises abridged versions of the best papers from the Tartu conference last year, and many positive comments have been received already. We are exploring ways of publishing papers from our meeting in Budapest. We have continued to extend our membership base. RC membership is individual and institutional and we have over 120 researchers, and 50 research institutions, from 30 countries. Although Europeans are the larger group, we are seeing increasing interest from other regions, particularly Japan, Canada, and USA. One important factor in this is our continually improving capability for communication and networking, through the ICA web pages, email communications, and our conference and publishing activities.

### **International Co-operatives Research Conference 1997:**

#### **The Co-operative Advantage in a Civil Economy**

This year's conference is on 3-5 October 1997, in Bertinoro, near Forli, Italy. It is organised with the assistance of Bologna University, Economic of Co-operatives and Nonprofit Organisations, Forli, and the Italian Institute for Co-operative Studies - L.Luzzatti. The theme highlights the context where: as the economic world becomes more global and competitive, most types of co-operatives are rethinking their roles within their sectors, in the global economy and in the civil society where their non-economic role has a continuing vital importance. The structures and strategies they adopt vary considerably from country to country, from one cooperative movement to another, and from sector to sector. There have been economic failures, and some moves away from co-operative values; but there have also been astonishingly successful re-interpretations of co-operation that bring considerable economic and social payoffs. Researchers have a vital role in identifying the key features of the changing tapestry of co-operative activity and drawing out their theoretical and practical lessons.

#### **Strategy**

Our strategy will guide our activities for a number of years. The main aims are to strengthen and internationalise activities, and to make the work of researchers more visible, particularly to ordinary managers and co-operators. We will do this by improving

*the quality and scope of conferences and publications, improving our communications and our network organisation.*

## **Conferences**

*Our international annual conference will continue to be our major activity, but we intend to also arrange or sponsor regional workshops on topical themes, as we have done in 1996 with our regional workshop in Budapest. Next year we are planning a joint conference with the Womens Committee, as well as our own international conference which is planned to be in Cork, Ireland.*

## **Communications**

*It is vital to communicate research activity and disseminate research findings. Hence our clear focus on increasing the visibility of research to other researchers (and research institutions) and to co-operators (managers and members) world-wide through electronic communication, an internet web page, regular publications (a book of best papers every year), and more publications in journals such as the Review of International Co-operation.*

*We have made considerable progress in this area with the support of Mary Treacy, Communications Director, who is progressively developing internet usage. Our web site has developed considerably, it looks and is a lively, interesting source of information. It provides information about our meetings and publications and has excellent links to other sites, including other researchers.*

*Good progress has also been made with the International Research Register, and this could become a most useful source of easily accessed information on research work (see below).*

*Electronic forms of communicating (web sites, email and fax) will become increasingly important and we are continuing to develop this side of our communication capability by compiling our member researchers database with email and fax addresses to facilitate and speed up future communications. It also reduces the costs, so please include these in future communications!*

## **Publications**

*This continues to be an essential way of making our research findings more widely accessible, and is particularly important for those who do not have access to email/internet. I have been communicating with a number of journal editors informing them of key papers from our conferences and encouraging authors to submit papers to such journals. In the medium term there is an aim of getting a publisher for an annual series of a book based on a selection of best papers from our conference papers each year, or special issues of journals on specific themes.*

*With the support of Mary Treacy, we have continued our research series of annual special issues of the Review of International Co-operation. The recent issue provided abridged versions of 10 of the best papers from the Estonian Research Conference.*

## **Networking and Collaboration**

*We are continuing over the next few years to develop the membership base through national nodes or organising research institutions (such as national societies of co-op studies or co-op research institutes). We also continue to build up a lively network of individual researchers globally. This enables us to be more aware of each other's work, the potential of collaboration or comparative studies; we can also more effectively disseminate our research findings to other researchers and co-operators. The research register helps foster this development. The network is being built up organically ie gradually by identifying good quality research work. It is important to maintain high quality standards, if research work and its findings are to be credible and influential.*

*Some national research groups and research institutes are very active with annual conferences and regular meetings. We are well placed to try to ensure that this work becomes globally linked, by helping publicise their meetings (if desired), and stimulating other national groups to become more active.*

*Another important feature of the international research scene is the existence of several active research networks, such as CIRIEC (Centre Internationale de Recherche et d'Information sur l'Economie Publique, Sociale et Co-operative) and Research Committee, the International Sociological Association (meeting in Montreal next July) and the International Association for the Economics of Participation (which met last year in Prague). Many of our more active members are involved with these networks, and we are exploring ways we can collaborate and communicate more effectively with them.*

*There are two current projects with which we or our members have some involvement. Firstly, the CIRIEC working group on Co-op Holding Structures and Strategies in a Global Context. Daniel Cote (HEC, Montreal) is coordinating this group with Peter Normark (Sweden). It has met this year in Koln and Paris, and it looks as if it could produce some important findings with useful international comparisons. We are also examining with Eric Bidet and Jean-Francois Draperi of RECMA (Revue Co-ops, Mutuels, et Assns) on how to develop stronger links with francophone researchers. We have established good links with their journal and have publicised the work of our committee in it.*

*We envisage that in future research projects and working groups could be initiated or promoted by the Research Committee, possibly in collaboration with other groups or networks. We feel there is considerable potential not only for us to stimulate and catalyse research activities, but also to make links with managers and members to ensure mutual exchanges of ideas and knowledge. We also aim to ensure the topics are related to ICA priorities and our findings feed into their debates in a coordinated manner. This will be a strong theme of our work for years to come.*

*Other examples of our collaborative work are the proposed conference next year with the Women's Committee, and an International Register of Researchers which the UK Society of Co-operative Studies initiated, and we have developed jointly. We are currently launching it, and it is now available on the Internet, and can be searched, but development work is continuing, thanks to Mary Treacy and Hazel Wilcox.*

## **Resources**

*We continue to ensure that the Research Committee plays a vital role in informing discussions about key issues of governance, management and membership, (for example). But current resources do not match these high aspirations or level of activities indicated above.*

*The Research Committee has a minimal budget (CHF 5000 p.a.) and it relies on the goodwill and voluntary labour of many people. Without the financial and in-kind support of members, the Research Committee would not be able to continue its current level of activities. Its researchers are often not members of the co-op movement, but university employees or contract researchers who often work for the Research Committee in their spare time. The success of our work depends on the work of these researchers, the support of national and regional organisers for our conferences, the work of Geneva support staff, and last but not least our committee.*

*In another sense our success also depends on developing our relationship with the co-operative movement, by making our research findings accessible and amenable to members, managers and boards alike. It is not always easy conducting research for both academic consumption and for that of the movement, but it is something to which we are committed, and will continue to strive for. In order to succeed we still need to strengthen our resource base. We regularly consider internal and external sponsorship of projects (internal co-operative sponsors as well as external research foundations, EC, etc), and membership charges. However in each case we will have to increase our level of activity in order to offer something in return. We also would stress that we have a good case for a larger budget from the ICA, given the level of activities already undertaken and underway. Our achievements this year and our future plans have been well regarded and supported internationally. We continue to strengthen our base for promoting global research activities and their visibility. And more and more people join us in believing that in an increasingly knowledge-based economy and society, good quality research will become absolutely essential to a dynamic co-operative movement.*



## ICA GLOBAL WOMEN'S COMMITTEE



*Katarina Apelqvist*



*MariaElena Chavez-P*

### ***Executive Committee***

***Chairwoman:*** Katarina Apelqvist, Sweden

***Vice Chairwoman:*** Bernadette Wanyonyi, Kenya

***Secretary:*** MariaElena Chavez-P (ICA)

***Members:*** Natsuko Yuasa, Japan  
Irene Drazewska, Poland  
Chieftainess Chiyaba, Zambia  
Galina Kisseleva, Russia

*1996/1997 has been another year of mixed fortunes for the Global Women's Committee. Although we have 59 members from 34 countries across each Region, it is difficult for most of the members to find the necessary funding to attend the Annual Global Meeting. It is of even greater concern that Executive Members are currently unable to meet their commitment to attend Executive Committee meetings because their organisations are unable to fund them.*

### ***EXECUTIVE MEETING - KUALA LUMPUR, MALAYSIA***

*The Global Women's Committee was delighted to be invited to hold its Executive Committee meeting in conjunction with the Regional Assembly for Asia and the Pacific in June 1996. This gave us the opportunity to support the proposal for the formation of a Regional Women's Committee and to lobby for its acceptance by the Assembly. It is expected that the first ICA Regional Women's Committee for Asia and the Pacific will be formalized by the Regional Assembly when it meets in Korea in 1998.*

## ANNUAL GLOBAL MEETING - SAN JOSE, COSTA RICA

*Following the Global Women's Committee's decision to take the annual Global Meeting to each Region in turn we met in Costa Rica in November 1996 in conjunction with the Regional Assembly for the Americas. We also had the opportunity to participate in the First Continental Forum for women. This two day conference was the culmination of three years campaigning on the theme, 'Who are we; what do we want?' The resulting 'plataforma' will form the response of women co-operators in Central and Latin America to the UN Platform for Action and sets out to tackle topics such as violence against women, population control, and poverty and the environment.*

*Throughout the campaign there has been an awareness of the need for a formal regional women's committee and it is hoped that the Americas will form the next ICA Regional Women's Committee.*

*One of the advantages of meeting in different regions is the opportunity it gives members to exchange ideas and experiences face to face. Members also submit Country Reports outlining the work in their organisations and countries throughout the year.*

*Although statistical data is difficult to come by, most report an increasing number of women in middle and top management positions and that more women are participating in all aspects of their own co-operatives. Gender awareness programmes have helped to change attitudes towards women, but there is still a need for segregated training to allow women to develop self-confidence and skills in ways which suit them.*

*The adoption of the new Co-operative Principle — Concern for the Community — has been of particular relevance to women. As the prime care-givers in society, women have found new outlets for their skills. In many areas where public sector provision is being reduced, the co-operative sector is providing alternatives to fill the gaps. Not surprisingly this provision is often organised and run by women.*

*In other areas, notably Japan, where welfare provision for the elderly is in its early stages of development, rural women have set up neighbourhood support schemes to help those in need.*

*In Central and Eastern Europe women are still having to cope with the problems brought about by the fall of communism and its effects on co-operatives in the Region. New laws do not automatically bring benefits for women and there is a continuing need to train women in the skills they need to deal with socio-economic changes.*

*As always the Global Women's Committee has tried to initiate change both within and outside the Co-operative Movement. However, innovative ideas are not enough and the search for funding for projects, seminars and training is rarely fruitful, making it difficult to fulfil our goals.*

*The Global Women's Committee again finds itself at a time of change. One of the most important is the appointment of MariaElena Chavez-P, Focal Point for Gender Issues at ICA Geneva, as the Committee's Secretary.*

*Also, the Chairwoman, Katarina Apelqvist, will retire from the Committee later this year and it will be difficult to find a member Organisation willing to finance the expenses of the Chairwoman. For many women their only real contact with ICA comes through seminars and meetings where the Chairwoman is the speaker.*

*After 30 years the Global Women's Committee still has a long way to go to reach its main objective: to have equal representation of women and men on every ICA Specialised Body, Regional Assembly and Board.*

*As we move into the next century we need strong gender policies and real commitment to using the skills and experiences of both women and men.*

*Only when 'male-streaming' has truly been replaced by 'main-streaming' will the Global Women's Committee feel able to dissolve itself, in accordance with its Constitution.*

*Until then the need for the Global Women's Committee as an ICA Specialised Body will continue.*

# REPORT OF THE AUDIT & CONTROL COMMITTEE TO THE GENERAL ASSEMBLY

For the years 1995 and 1996



## **1. Members of the Committee**

*Dr M. Schelker (Chairman)*

*Dr P Bartus*

*W. Kaltenborn*

*I. Hansen*

*J. Moreau*

## **2. Meetings**

*Four meetings have been held:*

*20 September 1995 in Manchester*

*13 May 1996 in Geneva*

*28 October 1996 in Budapest*

*12 May 1997 in Geneva*

## **3. Organisation**

*The Organisation Chart for the Secretariat in Geneva for the year 1995 remained the same as for the year 1994, i.e. based on the three sections of Information, Development & Administration and Policy/Member Services.*

*Following the Manchester General Assembly/Congress several structural changes were made to the organisational chart of the Secretariat in order to reflect the new approved priorities of work. The chart now includes four sections: Information & Communications, UN & NGO Relations, European Office and Development Programme, plus two support functions — Administration and Special Projects.*

*The staff changes during the period were the following: At the closing of the Coop Network, its director was hired by the Secretariat for special projects on member relations/services, a secondment from NACF of Korea was received in Geneva for special attention to agricultural issues, the part-time Administrative Assistant to the Development Section left and a Development Director was contracted to join ICA at the very beginning of 1997.*

*The current organisation has been both proper and functional. Given the current amount of tasks, the Secretariat staff cannot be smaller than it is now.*

*In keeping with the practice over the last four years, each individual Section is producing detailed annual Workplans, which are directly linked to and reconciled with*

*the Budget for the year. Reports on progress in relation to the Workplans are produced by each member of staff on a quarterly basis. These reports are reviewed together with corresponding budget reports in joint staff meetings.*

#### **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.*

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

##### *4.2 Membership Subscriptions*

*In accordance with the scale for gradual increase of the minimum subscription, the 1995 minimum amount was CHF 3,500. For 1996 this minimum was CHF 4,000, to reach CHF 4,500 in 1997.*

*For the year 1995 the total membership subscription reached CHF 2,038,278, which was a small increase of CHF 35,362 over 1994. This increase was basically a result of the increase in the minimum amount. In 1996 the subscriptions decreased CHF 69,679 to CHF 1,968,599, which was CHF 231,401 below the budget for the year.*

*The major variances in 1996 were:*

- Increases from the members in Canada, France, Norway, Republic of Korea, Singapore and Slovak Republic.*
- Decreases from Kazakhstan, Russia, Uzbekistan, Sweden and United Kingdom. The two last ones were particularly affected by currency fluctuation.*

*A total of 20 organisations were admitted as new members and 17 were deleted for non-payment of subscriptions or due to voluntary departure in 1995 and 1996.*

##### *4.3 1995 and 1996 Annual Accounts*

*Details of the 1995 Results were presented in the Financial Statements, 31 December 1995, and its Schedules I - IIIb and were enclosed in the ICA Annual Report for 1995/1996.*

The corresponding Financial Statements, 31 December 1996, and the accompanying Schedules I - IIIb, are provided in the meeting documentation for the General Assembly, 15-16 September 1997.

An important step, starting from the 1995 Accounts, has been made in terms of implementing the International Accounting Standards, IAS, in all ICA offices. As seen from the Report of the Auditors and from the Financial Statements, this step has led to good and clear opinions from the Auditors for both 1995 and 1996.

The Committee is pleased to report that the overall result for 1995 was a good surplus, of CHF 225,019, which should be compared to the small surplus of CHF 5,957 in 1994. The good result was to a large extent due to the overwhelming participation at the Centennial Celebrations in Manchester.

The result for 1996 was reduced to a small surplus of CHF 1,298 as a consequence of the substantial negative variance for the subscription income, as stated above.

In summary, the situation is as follows:

	Actual 1996		Budget 1996		Actual 1995		Budget 1995	
	CHF	%	CHF	%	CHF	%	CHF	%
Head Office Operational	<b>1,815,046</b>	<b>22</b>	2,171,100	24	<b>1,868,677</b>	<b>23</b>	1,803,500	21
Development Programme Cost	<b>6,338,374</b>	<b>78</b>	6,746,500	76	<b>6,142,683</b>	<b>77</b>	6,776,500	79
Total Costs	<b>8,153,420</b>	<b>100</b>	8,917,600	100	<b>8,011,360</b>	<b>100</b>	8,580,000	100
Covered by:								
Direct Development Support	<b>5,761,825</b>	<b>70.7</b>	6,067,000	68.0	<b>5,313,138</b>	<b>66.3</b>	5,897,000	68.7
Member Subscriptions	<b>1,968,599</b>	<b>24.1</b>	2,200,000	24.7	<b>2,038,278</b>	<b>25.4</b>	2,100,000	24.5
Interest	<b>63,701</b>	<b>0.8</b>	85,000	0.9	<b>70,374</b>	<b>0.9</b>	70,000	0.8
Sales of Publ./Serv.	<b>111,312</b>	<b>1.4</b>	45,000	0.5	<b>92,409</b>	<b>1.2</b>	55,000	0.7
Other Revenue - net	<b>249,281</b>	<b>3.0</b>	623,600	7.0	<b>722,180</b>	<b>9.0</b>	568,000	6.6
Remaining Surplus	<b>1,298</b>	<b>0.0</b>	103,000	1.1	<b>225,019</b>	<b>2.8</b>	110,000	1.3

The expected expansion of activities, and the accompanying costs for the Head Office operations in 1996 could not be realised as a consequence of the reduced income. This restriction in activities is also evident in the reduction in operational costs between the two years.

The appreciation of the value of the CHF compared to most other currencies, which were related to Development Programme agreements, continued during 1995 and a large part of 1996. This is reflected in the lower than budget actuals, for the two years, both in Development Programme Cost and in Direct Development Support together with Other Income. Although mobilisation of funding for development is generally increasingly difficult, we would see a small but constant increase in the volume of the ICA Development Programme if the volume had been expressed in USD or other currencies where the spending had been made.

*It should be noted that all the Regional Offices remained within their respective support budgets in both 1995 and 1996. In fact, the support to the Regional Office for East, Central and Southern Africa turned out CHF 10,000 lower in 1996 compared to both the budget for the year and the actual of 1995.*

*We have discussed the 1995 Accounts and the 1996 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 1995 and the 1996 Financial Statements are correct and complete.*

## **5. Development Programme**

*We have been informed by the Secretariat about the current projects.*

*In the years 1995 and 1996, ICA has been collaborating with more than twenty development organisations from Australia, Austria, Canada, Finland, Germany, Italy, Japan, Netherlands, Norway and Sweden, plus six international organisations.*

*The projects, which are carried out by the Regional Offices and co-ordinated by HO, are covering the following fields: Research & Planning, Human Resource Development, Gender Integration, Agriculture, Fishery, Insurance, Banking, Consumer, Co-operative Trade, Co-operative Legislation, Industry and Handicraft.*

*In 1996 a separate legal entity, ICA Development Trust a.s.b.l., was created for the specific purpose of executing the Development Programme. This body is governed by the ICA Board and supervised by the Audit & Control Committee. The formal changes will take place in 1997 and will mean that, from then on, the reports on the Development Programme will appear separately.*

## **6. The General Reserves**

*The Audit and Control Committee is of the opinion that the basic policy of building up the General Reserve to a level equal to the subscription income for one year remains valid. However, under the circumstances of the recent creation of the ICA Development Trust and with the special, and non-recurrent, need for restructuring the office space at the Head Office in Geneva, the Committee is fully supporting the proposal, as approved by the Board, to divide the total surplus of CHF 226,317 in the following way:*

- 1. CHF 150,000 is donated to the Corpus Fund of the ICA Development Trust, becoming its initial capital.*
- 2. A maximum of CHF 50,000 is allocated to investments in the restructuring of the offices in Geneva.*
- 3. The remaining minimum of CHF 26,317 is transferred to the ICA General Reserve.*

## **7. 1997 Budget**

*The Audit & Control Committee has reviewed both early versions and the final version of the 1997 Budget. The documents include a proper operational break-down by section, by activity and by office with comparisons to budget and actuals from 1996 and projections for 1998. The structure of the budget gives the necessary tool for a detailed budget control and good transparency of the organisation. The agreed Budget reflects a surplus of CHF 45,400 for the year 1997 and foresees a surplus of CHF 100,000 for 1998.*

## **8. Summary**

*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 1995 and 1996 be approved.***



**ICA HEAD OFFICE STAFF NOT DEPICTED ELSEWHERE IN THIS REPORT**



Marie-Claude Baan



Vivianne Dubini



Won-Sik Noh

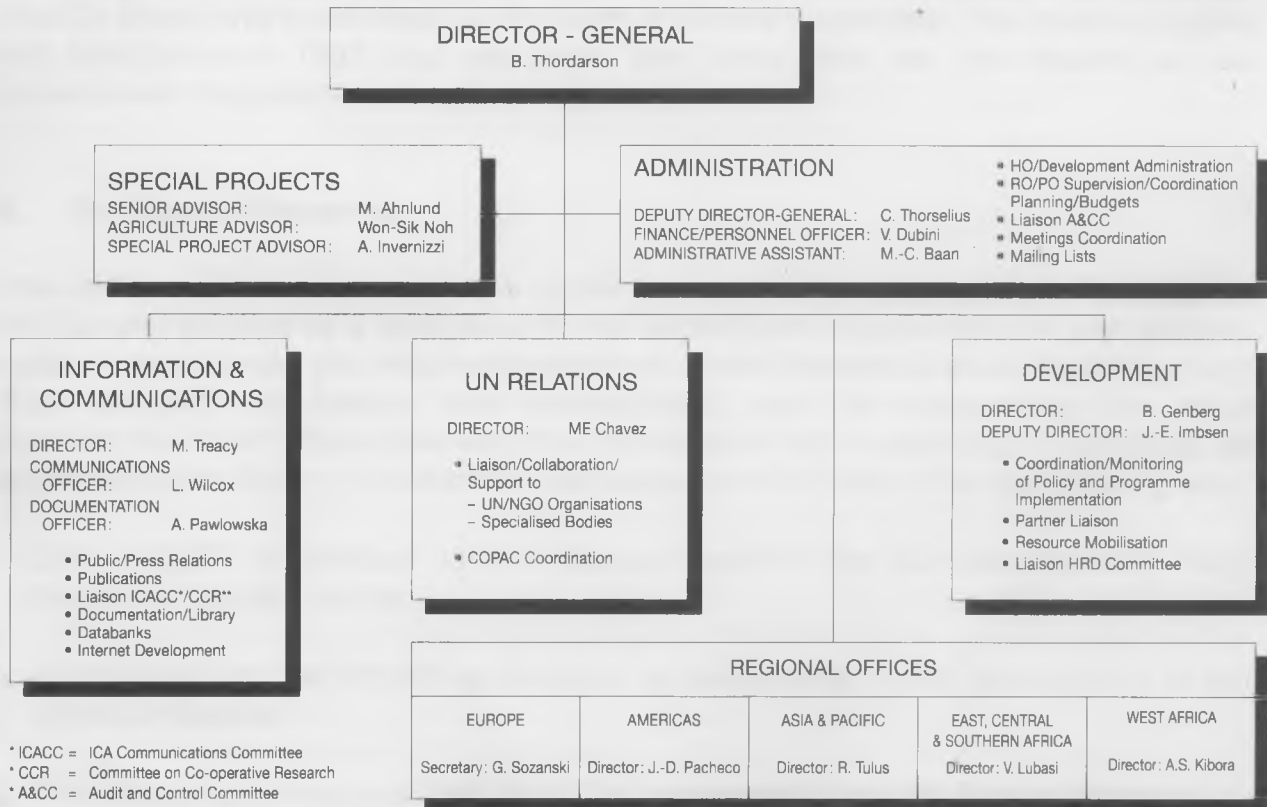


Claes Thorselius



Laura Wilcox

**1997 ICA STRUCTURE AND FUNCTIONS**



---

Editorial and administrative office:

**International Co-operative Alliance**  
**15, route des Morillons, CH-1218 Grand-Saconnex, Geneva, Switzerland**  
**Tel.: (41 22) 929 88 88 Telex: 41 56 20 ICA CH Fax: (41-22) 798 41 22**  
**Editorial office E mail: [treacy@coop.org](mailto:treacy@coop.org)**  
**Administration E mail: [ica@coop.org](mailto:ica@coop.org)**

This publication is also available in MICROFORM. For information and purchase apply directly to XEROX-UNIVERSITY MICROFILMS, 300 North Zeeb Road, Ann Arbor, Michigan 48106, USA.

The Review of international Co-operation is also available in Spanish from Intercoop Edito Cooperative Ltda., Moreno 1733/41, 1093 Buenos Aires, Argentina.

Also available on ICA International Coop Web Site at: <http://www.coop.org>

And on ICA/UWCC Cooperative Gopher: <gopher://wiscinfo.edu:70/11/.info-source/.coop>