

Annual Report

2024





Bharat Mandapam, New Delhi, India, where the 2024 ICA Conference and the launch of the 2025 United Nations International Year of Cooperatives took place in November

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Ariel Guarco

ICA President



Dear Members, Partners, and Colleagues,

It is with deep appreciation and optimism that I present this message on behalf of the Board of the International Cooperative Alliance, reflecting on our shared journey throughout 2024. First and foremost, I extend my heartfelt gratitude to all our members, partners, and colleagues around the world. Your unwavering trust, engagement, and commitment have once again demonstrated the strength and resilience of our global cooperative community.

From the Board's vantage point, 2024 was a year of meaningful progress and reaffirmation of our core mission: to unite, promote, and develop cooperatives worldwide. This year, we deepened our focus on cooperative identity, inclusion, and sustainable development, while navigating a complex

and evolving global landscape. Among the year's highlights were our successful participation in international policy dialogues, the continued strengthening of regional networks, and the celebration of the International Day of Cooperatives, which resonated with communities on every continent.

We recognise with sincere appreciation the leadership of our Director General, along with the dedication and professionalism of the ICA staff. Their tireless efforts ensured that our strategic goals moved forward, despite the many demands of our time.

As the governing body, the Board has remained steadfast in its role of providing strategic direction, ensuring institutional accountability, and upholding our cooperative values. In 2024, we conducted comprehensive strategic planning sessions, updated key policy frameworks, and enhanced

our risk management practices. Financial oversight and transparency continued to guide our decisions, ensuring the ICA remains fiscally sound and mission-driven.

We also managed important governance transitions this year. On behalf of the Board, I wish to extend our gratitude to the directors who completed their service in 2024. Your contributions have left a lasting impact. At the same time, we warmly welcome our new board members, who bring fresh perspectives and renewed energy to our work.

No year is without its trials. Economic uncertainty, geopolitical instability, and climate-related events presented significant challenges for cooperatives globally. Internally, we

also faced the need to adapt and evolve our operations. However, through collective wisdom and collaboration, we found innovative ways to overcome obstacles. These experiences have reinforced the importance of solidarity, flexibility, and long-term thinking—hallmarks of the cooperative model.

Looking ahead, we remain focused on our long-term strategic vision: a stronger, more visible, and more influential cooperative movement. The Board is fully committed to supporting initiatives that promote cooperative entrepreneurship, gender equity, youth inclusion, and climate action. We believe firmly in the ability of cooperatives to offer people-centered, sustainable solutions to the world's most pressing challenges.

To our Director General, executive team, staff, and interns—thank you for your passion and professionalism. To my fellow Board members, thank you for your leadership and solidarity. To our partners and supporters—your collaboration makes our impact possible.

As we conclude another year, I am inspired by the resilience and purpose that define our movement. Together, we continue to prove that cooperation is not only a business model—it is a path toward a more just and sustainable world.

In cooperation,
Ariel Guarco
President
International Cooperative Alliance



Jeroen Douglas

Director General

Esteemed Cooperators Worldwide,

It is with immense gratitude and a profound sense of purpose that I present this foreword for the ICA Annual Report 2024. As your Director General, having commenced my journey on 1 January 2024, this past year has been nothing short of extraordinary – a rapid immersion into the vibrant heart of the global cooperative movement.

My inaugural year has been defined by connecting directly with the incredible spirit and ingenuity of cooperators across continents. I've had the privilege of undertaking inspiring trips, engaging with chief cooperators in **Colombia (Coomeva), the US (NCBA CLUSA, CCA Global), India (NCUI and partners), Jordan (11th**

Asia-Pacific Cooperative Ministers' Conference (APCMC) organised by JCC), Bulgaria (CCU and European Youth Cooperative Forum), Korea (nice programme by NACF), Japan (JCA and partners), China (ACFMSC, and Mr Wubuli), keynote participation at the FAO World Food Day in Rome, CCH Annual Housing Conference in London, OCB team in Brazil preparing already for COP30, and various others inspiring visits. Each visit reinforced the immense diversity and unwavering commitment within our movement, demonstrating the cooperative difference in action.

A standout moment, indeed a historical one, was the **launch of the United Nations International Year of Cooperatives 2025 (IYC2025) in New Delhi by the Hon. Prime**

Minister Narendra Modi on 25 November, during the ICA Global Cooperative Conference, visited by over 3,000 participants. This momentous occasion, for which we extend our deepest thanks to IFFCO as co-host and major sponsor, sets the stage for unparalleled global recognition and advancement of the cooperative model. Also, huge thanks to all other sponsors of this unforgettable event. Deep gratitude to Kenya and Mongolia for initiating the process towards adoption of the resolution favouring the International of Cooperatives. A deep bow to UN-DESA and COPAC for the beautiful logo, the slogan Cooperatives Build a Better World, and the soft launch at the UN Headquarters, last July, in Manhattan, New York.



Beyond these crucial engagements, 2024 marked significant strides in laying the groundwork for our collective future. We embarked on the critical process of developing the **ICA Strategy 2026-2030**, a roadmap that will guide our ambitions and actions for the coming years.

Special thanks go to 2019 and 2024 Rochdale Pioneer Award winners **Howard Brodsky** founder and President of CCA Global, for having supported me tremendously in developing a cutting-edge strategy, emphasising the importance of our 6th principle: cooperation among cooperatives. Secondly, **Dr. U.S. Awasthi**, charismatic leader of IFFCO and awarded with the prize during our Global Conference in New Delhi. Both of these giants of the cooperative movement have coached and supported me in my inaugural year.

Internally, we initiated a vital **restructuring of the global office towards profitability**. I am incredibly proud to report that, after five years of sustained losses, we successfully achieved a **turnaround with a €250,000 profit**, a testament to the dedication and hard work of the entire team - that includes our regional offices, global office, global Board and ICA President Ariel Guarco, my day-to-day coach and sparring partner. This financial stability is crucial as we move forward.

Furthermore, we solidified our commitment to external partnerships with the commencement of the **2nd Financial partnership with the European Union, which is also in alignment with Fairtrade International**. This collaboration will amplify our reach and impact. Crucially, we also began developing an **innovation agenda** on digital services, regenerative agriculture,

and the creation of a business circle under the name CM50 – see cm50.coop. It recognises the immense business opportunities for cooperators that lie beyond ongoing advocacy, communication, identity protection and education, ensuring our movement remains dynamic and responsive to evolving needs.

This past year has been an inspiring introductory chapter, filled with learning, growth, and tangible achievements. The foundations we've laid in 2024 provide incredibly good prospects for 2025 and indeed for many years to come. I look forward to continuing this journey with you all, forging an even stronger, more prosperous global cooperative movement.

In cooperation,
Jeroen Douglas,
Director General of the ICA

The activities of the ICA at the global level

Throughout 2024, the ICA global office has been involved in significant activities that advance its remit to unite, represent and serve cooperatives worldwide.

Practice, Promote and Protect: The roadmap to an inclusive global strategic plan

From the Beginning

The process to develop the ICA Strategic Plan was **intentionally designed to be collaborative**, balancing the need for broad movement-wide input with the urgency required to respond to the global challenges facing cooperatives today.

The journey began with a **vision session** convened between ICA Director General Jeroen Douglas and a small strategic team from the cooperative community in August 2024. This initial group was assembled to help **translate Jeroen's high-level vision**—as outlined in his

“Coop Cloud” presentation—into the beginnings of a practical roadmap. That vision imagined the ICA as a global catalyst, transforming from a traditional membership organization into a **platform for innovation, advocacy, and cooperative tools**, advancing a bold agenda centered around data, digital infrastructure, leadership development, and climate resilience.

This early meeting had **two core objectives**:

1. To design a development process that would be **global, inclusive, and iterative**—engaging cooperators across regions, sectors, and roles.
2. To sketch a rough strategic outline to act as a **catalyst for conversation and co-creation**.

A foundational shift emerged during this session: the plan would focus not solely on the ICA as an institution, but rather on its **impact on individual cooperatives**, with the ICA positioned as an enabler for the broader cooperative movement. This philosophical realignment marked the strategy as a **movement-wide blueprint**, not a traditional institutional business plan.

From Sketch to Strategy: An Iterative and Participatory Process

Following the initial green-lighting, a **preliminary “pencil sketch”** of the strategy was developed in early 2025—organised around five key pillars: **People, Data, Advocacy, Finance, and the Future**. This early version was shared with ICA staff and leadership to truth-test assumptions, >

gather feedback, and validate direction. Key initiatives were added, revised, or removed in response to this input.

To guide the evolving process, **three core working groups** were established:

- **The Leadership Team** — composed of cooperative leaders, including ICA Board members, responsible for high-level strategic alignment and movement-wide legitimacy.
- **The Writing Team** — responsible for drafting, synthesizing feedback, and producing both narrative and visual components of the plan.
- **ICA Staff** — providing deep operational insight and supporting alignment with ICA's core workstreams and capacities.

Each round of review led to refinements. A “charcoal version” of the plan—including a narrative document and a Theory of Change (ToC) visual—was circulated for feedback, which was then

integrated into a more coherent and comprehensive version.

Cross-Sectoral Validation and Global Refinement

A **milestone moment** came with a **first-of-its-kind transnational, cross-sectoral workshop** in February 2025, bringing together representatives from ICA sectors, regional offices, and thematic committees. This two-day gathering served as a truth-testing lab for the strategy, allowing a broad array of stakeholders to challenge, confirm, and refine key components.

The output of this workshop informed the next round of updates. The revised plan was returned to the **Leadership Team for final review**, then submitted to the **ICA Board**, which approved the draft for **global circulation**.

That circulation invited **final input from ICA's entire membership**, including federations, sectors, and thematic bodies. Feedback from this round was incorporated into the final version of the plan, which was then formally submitted for approval.

Adoption and Implementation

The **final ICA Strategic Plan** was **unanimously approved by the ICA Board**, with a strong recommendation for **adoption by the General Assembly on 2 July 2025 in Manchester**. Once adopted, the plan will serve as a movement-wide strategic framework, encouraging ICA's regions and sectors to create **localised iterations** based on shared global priorities.

A Strategy Bigger than the ICA

Throughout, the process reflected a core conviction: this is not just a strategic plan for the ICA—it is a **shared strategy for the global cooperative movement**. While the ICA will develop a separate business plan for its own operational priorities, this strategy sets out a broader ambition: to **unify, empower, and future-proof cooperatives across the globe**.

By weaving together vision and structure, urgency and inclusion, this process has delivered more than a plan—it has laid the groundwork for movement-wide transformation, grounded in cooperative values, and shaped by the movement itself.

Policy engagement activity and legislation

UN Commission for Social Development (CSocD62)

ICA, represented by NCBA CLUSA, participated in CSocD62 at the UN Headquarters, New York in February 2024. The session highlighted cooperatives' role in advancing social inclusion, poverty eradication, and decent work. Doug O'Brien, President and CEO of NCBA CLUSA, presented cooperatives as effective models of social justice, calling for supportive policies. The event set the stage for increased cooperative visibility leading up to IYC2025.

[More information here](#) 

G20 and G7 Engagements

The ICA ensured cooperative representation in the G20 (Brazil) and G7 (Italy) processes. OCB and the Italian Cooperative Alliance represented ICA in B20, C20, and C7 forums. These efforts aim to embed cooperative contributions into global economic dialogues.

For the first time, cooperatives participated in the G7 engagements under the Italian G7 presidency, with several members joining various C7 working groups. Under the Brazilian G20 presidency, multiple cooperative representatives are taking part in the B20 taskforces.

The primary aim is to bring the cooperative voice to the G20 and G7 Engagement Groups through active contributions to discussions and input in policy documents. This activity seeks to enhance recognition of cooperatives' contributions to inclusive and sustainable development; increase the visibility and credibility of the cooperative movement as a major international player in this space; establish and strengthen partnerships with G20/G7 countries' stakeholders, and; improve networks and access to leaders to advocate for cooperatives' priorities within the G20 and G7 frameworks.

The ICA G20/G7 Working Group continues to guide strategic engagement and expand cooperative influence in global policy discussions.

[More information here](#) 

International Labour Conference

ICA, through its sectoral organization, CICOPA, represented cooperatives at the 112nd International Labour Conference in June 2024. Cooperatives were recognised in the resolution on decent work and the care economy, highlighting their critical role in addressing workforce challenges. This acknowledgement strengthens ICA's collaboration with the ILO and affirms the cooperative model in labour dialogues.

[More information here](#) 

Global Coalition for Social Justice

The ICA joined the ILO's Global Coalition for Social Justice, aligning with its mission to promote inclusive and equitable development. The Coalition offers ICA members opportunities to exchange best practices and engage in policy dialogue supporting SDGs and the Human Rights Economy.

[More information here](#) 

UN Summit of the Future

How Cooperatives Leverage Technology, Innovation, and Youth to Advance the SDGs

On 20 September 2024, the Permanent Missions of Mongolia and Kenya to the United Nations, alongside the Committee for the Promotion and Advancement of Cooperatives (COPAC), hosted a virtual side event at the Summit of the Future titled Cooperative Futures: How Cooperatives Leverage Technology, Innovation, and Youth to Advance the SDGs and Achieve the Future We Want. The event underscored cooperatives' pivotal role in democratising science and technology and contributing to the Sustainable Development Goals (SDGs), particularly SDG 8 on decent work and SDG 10 on reducing inequalities. The event also focused on the importance of equitable access to the digital economy as outlined in the [Pact for the Future](#) [Ⓔ] and the [Global Digital Compact](#) [Ⓔ]. Emphasising international cooperation, the session explored how cooperatives harness technology to drive sustainable development, enhance business processes, and improve member benefits.

[Read more here](#) [Ⓔ].

ICA submission to the International Court of Justice

The International Labour Organisation had asked the UN's highest court, the ICJ, for an advisory opinion on whether the right to strike is protected under ILO Convention No. 87. After providing a detailed submission on the issue in May 2024 as an organisation with consultative status with the ILO, the ICA (through its Cooperative Law Committee) submitted its comments to the court in September. This time, the ICA supported the arguments of the Organisation of African, Caribbean and Pacific States and the Republic of Vanuatu on the same issue. The submission sought to reaffirm the commitment of the ICA – and through it, cooperatives worldwide – to sustainable development and enhance the ICA's position as the guardian of cooperative values and principles in matters of public international law. Sustainable development has a firm place in this legal discipline, where climate action is increasingly finding a place.

[See more information here](#) [Ⓔ].

International Year of Cooperatives 2025

The UN General Assembly proclaimed 2025 as the International Year of Cooperatives under the theme 'Cooperatives Build a Better World'. The ICA launched IYC2025 at its Global Conference in New Delhi in November 2024, with support from global leaders, including the UN Secretary-General ([more information here](#) [Ⓔ] and [here](#) [Ⓔ]). The launch was preceded by a soft-launch event at the UN Headquarters in July 2024: (more info here: [Soft-launch of 2025 International Year of Cooperatives held at the UN | ICA](#) [Ⓔ]). The IYC2025 focuses on raising awareness, policy advocacy, partnership building, and empowering cooperative leadership.

[See pages 19-20 for more on the launch of the UN International Year of Cooperatives](#) [Ⓔ]



Identity, development and promotion

ICA Cooperative Identity Consultations

The first phase of the ICA consultation on the cooperative identity drew to a close on 2024. After deliberating on the views expressed through the many consultation activities and in the formal submissions received from Members of the ICA, the Advisory Group presented a resolution to the November 2024 General Assembly. The resolution set out actions speaking to articulating, living, communicating and protecting our shared Cooperative Identity and a proposal to amend the Statement on the Cooperative Identity.

To assist the Advisory Group in preparing the recommendations, three thematic papers on communicating, protecting and living the cooperative were presented to the General Assembly. The General Assembly called for a Congress for the purpose of considering the proposed changes to the *ICA Statement on the Cooperative Identity*. Year 2025 will witness the opening of the second and final phase which will focus

on the articulation of the Identity Statement itself.

ICA Working Group on Cooperative Cultural Heritage

In 2024, the ICA created a Global Working Group on Cooperative Cultural Heritage (CCH-WG) as part of its efforts to identify and make known the various cooperative sites, traditions and practices around the world – to evidence the movement’s diversity and expanse. The group is working to identify significant cooperative sites at the national and regional levels, enhance awareness about them and

their pioneers among and beyond the ICA. Chaired by ICA Director General Jeroen Douglas, CCH-WG under the mentorship of the Organization of Brazilian Cooperatives (OCB), the WG includes subject matter experts and cooperators driven in this regard from all the ICA Regions and a technical team from the ICA office and the OCB. The CCH-WG will focus on learning more about key cooperative sites worldwide, promoting them within the cooperative movement and beyond, showcasing the high standards they represent, and fostering learning exchanges and partnerships between them.



The second ICA-EU Partnership #coops4dev

On 12 April 2024, the International Cooperative Alliance and the European Commission's Directorate General for International Partnership (DG INTPA) signed a new Financial Framework Partnership Agreement (FFPA II) under the title "People-centered businesses for sustainable, democratic & inclusive development". The new ICA-EU Partnership, of the duration of 4.5 years, is the second phase of the first ICA-EU program "Cooperatives in Development: people-centred business in action" implemented between 2016 and 2022.

The new FFPA is structured across 5 distinct workstreams and 30 activities, extending its reach to 91 countries, 27 of which located in Europe. It

prioritises decentralised management of the activities, tailoring its strategies and initiatives to better fit the specific needs and contexts of different regions. In the case of Europe, this regional approach translates in an expansion of the activities in the Neighbourhood - Western Balkans, Türkiye and the Eastern European countries. On top of that, some activities - especially in research and communication - will still be global to amplify the impact and facilitate knowledge sharing.

In Europe, activities will mainly focus on communication, advocacy and research. Cooperatives Europe is committed to nurturing the already solid political dialogue with the EU institutions, strengthening and establishing meaningful partnerships with varied stakeholders active in

international development. The Cooperatives Europe Development Platform (CEDP), now being reformed as Cooperatives Europe's working group on international cooperative development, will play a pivotal role in implementing the Program activities in Europe. The CEDP will actively engage with the EU institutions to promote the cooperative business model and the role of cooperatives as international development actors within the EU External Action Agenda..

The project is co-financed by the European Commission under the NDICI-Global Europe CSO budget 2023.

You can track the activities of the past and current ICA-EU Partnership via the hashtag [#coops4dev](https://twitter.com/coops4dev) .



Membership

As of 31 December 2024, the ICA had 310 members from 105 countries of which 38 were Associate Members.

In 2024, the ICA gained 15 new members during the year and lost 5 for a positive 3.34% growth rate. The ICA gained 3 new member countries and lost 1 member country. The new member countries are Rwanda, Liberia and Cambodia, and the lost member country is Kazakhstan.

For a full list of members,
[see pages 57-61](#) 

Member retention

In 2024, we published 3 Members' Briefs to keep members better informed about what the ICA is doing at all levels.

We also held 5 Members' Chats on the following topics:

- Coop Branding
- Meeting the new Director General
- The ICA's Thematic Committees
- Co-operative Law,
- #CoopsDay 2024

Member recruitment

We kicked off the new Recruitment Campaign with the development of promotional materials including a video about the ICA and an interactive online membership package to help potential, new and current members understand the ICA.

We organised four Meet & Greets for potential members in coordination with various regions and sectors.



Communications

- ICA Global Conference:** 1 website, monthly newsletters, 10 videos. Large international participation and coverage.
- IYC & CoopsDay:** slogan launched in June, logo in 6 languages in October and website released in November. Media pack delivered to members and 2 videos released. Success of the flag campaign rise and ICA members taking it back home for promo in 2025.
- Public image:** 70 news published on ica.coop in English, Spanish & French. Large press coverage of the ICA Global Conference. Major presence of the ICA on partners and members outlets.
- Social media:** ↑15% average engagement rate compared with 2023. ↑33% reactions to posts on ICA handles. ↑30% posts published to ICA accounts in 2024.
- Members engagement & recruitment:** recruitment campaign promo branding launched (Meet and greet) and 7 events organised

Monthly issues of the ICA external newsletter were published aligned with the Global Conference in New Delhi. It is sent to more than 20,000 subscribers worldwide in three languages, and it is backed by a multichannel campaign implemented throughout the ICA's regular social media platforms and live posting. Together with the **Members' Brief**, these are focal tools reporting on the latest news of the cooperative movement.

On 6 July, cooperators all around the globe celebrated the International Day of Cooperatives. A media pack with all members needed to participate was created including logos, a poster, an interactive map, the website ready in the 3 languages, etc. We implemented a strong social media campaign throughout June and July and also during the launch of the International Year of Cooperatives in November.



Visibility: facts and figures

The number of users visiting the [ICA website](#) remains stable with 340K active users in 2024, 520K sessions and an average per session of 3 minutes and 12 seconds (379K active user and 546K sessions, average session 3 minutes and 18 seconds in 2023) ([www.ica.coop](#)). The site is fully translated in English, Spanish and French. **70 news items** were published in 2024 and the events and publications sections saw a constant updating of the content. The ICA is also managing another nine websites, including the ones dedicated to each thematic committee.

As for social media channels, the **growing trend of new followers remained in most channels** (Facebook, LinkedIn, Instagram and YouTube).

*Followers decreased on X due to a number of individuals and organisations leaving the platform.

See opposite for more information.

Social media channels



@ICAcoops

Target: Global South and Asia

Followers: 21,000
New Followers: 967 ↑27.7%
Reach: 117,236 ↑203.6%
Content Interactions: 9,348 ↑166.1%
Visits: 29,265 ↑160.1%



@ICAcoops

Target: Cooperative community, Cooperative leaders, International partners

Followers: December 31, 2024: 11,437
Impressions: June to December 2024: 144,748
New Followers: 4,237



@icacoop

Target: Youth

Followers: 4,300
Views: 23,323
Accounts Reached: 5,133



@icacoop

Target: Western members & stakeholders, International organisations, Coop leaders

Followers: 19,000
New followers: ↓1,100*



@icacoop

Target: Americas

Followers: 2,800 ↑27.27%
2024 Views: N/A
New followers: 600

Top videos of 2024

1. *ICA Global Cooperative Conference 2024*
Views: 3366
Likes: 53
2. *We are cooperatives*
Views: 2470
Likes: 89
3. *Inauguration of the ICA Global Cooperative Conference 2024 By Hon'ble PM of India Shri Narendra Modi*
Views: 2387
Likes: 55
4. *Somos cooperativas*
Views: 2,033
Likes: 46
5. *International Year of Cooperatives 2025*
Views: 957
Likes: 17

Declaration of the second United Nations International Year of Cooperatives

Following the success of the 2012 International Year of Cooperatives, on 19 June 2024, the United Nations General Assembly officially proclaimed 2025 as the International Year of Cooperatives (IYC) through Resolution A/RES/78/289 under the sponsorship of Mongolia and Kenya.



The theme - “Cooperatives Build a Better World” - was chosen to showcase the enduring global impact cooperatives have everywhere. It would shine a spotlight on how the cooperative model is an essential solution to overcome many global challenges - and how it continues to play an important role in accelerating efforts to implement the Sustainable Development Goals (SDGs) by 2030. The theme also emphasises the unique ability of cooperatives to foster inclusive growth and strengthen community resilience.

A soft launch of the IYC2025 took place on 9 July 2024 during the UN High-level Political Forum at the UN Headquarters in New York as a hybrid event hosted by the Committee for

the Promotion and Advancement of Cooperatives (COPAC), in collaboration with the Permanent Mission of Mongolia to the United Nations. In attendance were the ICA's President, Ariel Guarco and Director General, Jeroen Douglas, together with relevant stakeholders from across the global cooperative movement.

At the event, which also marked the International Day of Cooperatives, the organisers unveiled the IYC2025 theme, roadmap and communications materials.

The official launch of the IYC2025 took place in New Delhi, India, during the ICA Global Cooperative Conference and General Assembly, in November 2024 ([see pages 19-20](#) ).



International Year of Cooperatives

Cooperatives Build a Better World



Año Internacional de las Cooperativas

Las cooperativas construyen un mundo mejor



Année internationale des coopératives

Les coopératives construisent un monde meilleur

In its resolution, the UN General Assembly encouraged all UN Member States, the United Nations System, and relevant stakeholders to leverage this event to promote cooperatives' contribution to social and economic development.

“The decision by the General Assembly could not be timelier. The innovative contributions of cooperatives for sustainable development will be crucial for accelerating progress in achieving the Sustainable Development Goals as we approach 2030,” said Li Junhua, Under-Secretary-General of the United Nations Department of Economic and Social Affairs. “The second International Year of Cooperatives will be an opportunity to mobilise all stakeholders to support and expand cooperatives everywhere, strengthening their contributions for a better world.”

The key objectives for IYC25 included:

Raising public awareness by highlighting the contributions of cooperatives to sustainable development.

Promoting growth and development by strengthening the entrepreneurial ecosystem and establishments for cooperatives.

Advocating for supportive frameworks by encouraging the creation of enabling legal and policy environments for cooperatives globally.

Inspiring leadership by fostering purposeful leadership and engaging youth in the cooperative movement

ICA Global Cooperative Conference and the launch of the UN International Year of Cooperatives

In November 2024, the ICA, together with the Indian Farmer Fertiliser Cooperative (IFFCO), in cooperation with the cooperative movement of India and in coordination with the Union Ministry of Cooperation, Government of India, organised a week of events that would also serve as the launchpad for the #IYC2025

Over 70 countries were represented at the event, which was held in the Bharat Mandapam from 25-29 November, and attended by more than 3,000 people. The week ran from the IYC launch event on Monday, through the conference on Tuesday-Wednesday, to the side events on Thursday and the ICA General Assembly on Friday.

The opening ceremony of the International Year of Cooperatives gave us the privilege of hosting prominent international political figures and leaders from global cooperative institutions.

UN Secretary-General António Guterres addressed the ceremony via video message, emphasizing the



global importance of cooperatives in sustainable development:

India's Prime Minister, H.E. Shri Narendra Modi, highlighted the deep integration of cooperatives within Indian culture, describing them as "not just a business model, but a way of life".

Bhutan's Prime Minister, H.E. Tshering Tobgay, underscored the crucial role cooperatives play in addressing contemporary global challenges, including climate change and promoting an equitable and inclusive economy.

H.E. Manoa Kamikamica, Deputy Prime Minister of Fiji, expressed appreciation for the role of



cooperatives in enhancing community resilience, particularly in island economies.

The theme of the Conference itself – *Cooperatives Build Prosperity for All* – was inspired by the motto of the National Cooperative Union of India, and the central tenet of the government’s aspirations for cooperatives.

To this end, the event brought together diverse stakeholders, including cooperators and entrepreneurs, leaders, and supportive policy makers, who explored four broad themes or Conference Pillars and helped to develop a mutual understanding on their common needs and aspirations to unite, develop and promote cooperatives in working towards sustainable development. These four pillars were:

- **I Enabling Policy and Entrepreneurial Ecosystems**
- **II Nurturing Purposeful Leadership**
- **III Reaffirming the Cooperative Identity**
- **IV Shaping a Cooperative Future**

Discussions around each theme helped to position and promote the role of cooperatives in building an inclusive economy that prioritises the wellbeing of all individuals while also protecting the planet. The Conference also determined the impact cooperatives have as a catalyst for enduring prosperity around the world today, and explored the potential for the share of the cooperative movement in the global economy to grow, particularly in the achievement of Global Goals, and thus, “Shape a Cooperative Future”.

The conference included eight plenary sessions and 16 parallel sessions, as well as 25 side events. Other highlights of the programme included the Coopathon youth event; a photo exhibition showcasing cooperatives that have created prosperity in their communities and regions; a cultural performance that showcased India’s diverse classical and folk dance traditions; and three film screenings,

including *The Rochdale Pioneers*, the documentary *(R)évolution – le travail est humain*, and *Manthan (The Churning)* – the first ever crowdfunded Indian film, originally presented at the Cannes Film Festival in 1976 and screened at the 2024 edition in its restored version. The event garnered global media coverage, particularly from the Indian media, with all members from India covering the event.

A major milestone of the conference was the official release of the New Delhi Action Agenda: Cooperatives Accelerating Progress towards the SDGs. This strategic roadmap is built on the four pillars of the conference, and outlines tangible actions across seven key stakeholder levels: cooperatives, communities, civil society, the private sector, opinion shapers, governments, and multilateral institutions.

[Read the full conference report here](#) 



The activities of the ICA regions

ICA-Africa

2024 was a pivotal year for ICA-Africa, marked by renewed momentum in advocacy, greater youth engagement, and strategic partnerships. The cooperative movement in Africa continued to make strides, from having landmark policy breakthroughs to strengthening grassroots participation—laying a stronger foundation ahead of the 2025 International Year of Cooperatives.

The main event of the year was the Midterm Review of the 13th Africa Ministerial Cooperative Conference, held virtually under the theme, Leveraging Cooperatives for Transitioning African Economies: A Holistic Approach to Climate Change Mitigation and Adaptation, Peace and Security, and Economic Stability.

Governance and Membership

ICA-Africa welcomed new member organizations – including Union des Mutuelles Financières de Développement (MUFID UNION) from Cameroon, Fédération Nationale des Unions Régionales des Sociétés Coopératives des Producteurs de la Filière Anacarde (COOP-CA) from Côte d'Ivoire, Amigos Savings & Credit Cooperative (Amigos SACCO) from Ethiopia and Uganda Health Partners

Cooperative Limited (UPHC), a worker cooperative from Uganda. ICA-Africa's membership now stands at 44 organizations across 22 countries.

During the 17th ICA-Africa Regional Assembly, held at the ICA Global Conference in New Delhi, India, Mr. Macloud Malonza was unanimously elected [Vice-President of the ICA-Africa Regional Board](#).

Policy and Legal Affairs

A major highlight was the [adoption of the Model Law on Cooperatives](#) by the Pan-African Parliament (PAP). ICA-Africa played a great role in the drafting of this framework which will serve as an advocacy tool for the development and review of cooperative legislation for its member countries and constituents.



The AU worked with PAP, ILO and ICA-Africa to [launch the African Cooperatives Centre](#) to promote the Social Solidarity Economy to enhance social protection and decent work.

ICA-Africa engaged in major policy dialogues including the UN Civil Society Conference in Nairobi, where we contributed to discussions in preparation for the UN Summit of the Future, positioning cooperatives as key actors in sustainable development. During the Africa Regional Policy Forum on Development (PFD), ICA-Africa moderated a key session and supported the participation of members from Mozambique and DRC, advocating for more inclusive EU-Africa cooperation, and participated in the European Economic and Social Committee's plenary debate on democracy in Africa.

Partnerships and Projects

In collaboration with FAO and ICA Asia-Pacific, we co-hosted a virtual [regional dialogue roundtable](#) aimed at fostering strategic dialogue between governmental bodies and cooperatives to advance rural and agrifood systems transformation in the NENA region.

ICA-Africa signed a partnership with Norges Vel to implement the REGCOOP programme – a five-year initiative aimed at enhancing food security in Tanzania and Mozambique through sustainable local value chains.

In partnership with the Ministry of Tourism, Handicrafts, and Social and Solidarity Economy and the Office of Cooperation Development (ODCO) we held the second [CoopStar](#) Workshop in Rabat which gathered experts to finalise the chapters for the book project on the role of cooperatives in transitioning to a circular, green, and sustainable economy.

In September, ICA-Africa joined other ICA regions in Brussels to launch an ICA-EU Partnership on International Cooperative Development which will focus on capacity building, research and education, advocacy and partnerships, visibility and communications, and project management.

Visibility and Outreach

ICA-Africa continued to increase its visibility and engagement across sectors. In collaboration with TomorrowNow we held a webinar to sensitise agricultural cooperatives in Africa, on the pivotal role weather intelligence, digital climate advisory and capacity development services have in helping farmer cooperatives to adapt and thrive.

The ICA-Africa Gender Equality Committee hosted a [capacity-building](#) forum bringing together leaders from across Africa to discuss ways cooperatives can champion gender inclusivity while advancing sustainable development, which led to the development of the ICA-Africa Gender Equality Committee Action Plan 2025.

Four participants from ICA-Africa member countries – Eswatini, Mauritius, Tanzania, and Cameroon – participated in the ICA-MAFF training

in Japan, organised by ICA-AP in partnership with IDACA, to build the capacity of farmers to strengthen agricultural cooperatives. As a follow-up, [AAACO](#) hosted a peer-to-peer webinar bringing together 19 ICA-MAFF alumni and AAACO members to share best practices.

Youth Engagement

Youth empowerment remained a strong pillar with the ICA-Africa Youth Network taking part in several high-level events. The ICA-Africa Youth President and Youth Executive Member-at-Large attended the International Forum of Consumer Cooperation in Russia.

ICA-Africa hosted a [Youth Side Event](#) at the Midterm Review of the 13th Africa Ministerial Cooperative Conference, in Lesotho aimed to foster and cultivate leadership among young cooperators.

Looking Ahead

With 2025 declared the International Year of Cooperatives, we're excited to build on this year's progress by continuing to support our members, advocating for cooperatives at every level, and building a more inclusive and sustainable cooperative movement in Africa.



Cooperativas de las Américas

The results of 2024 are outlined, organised by the four pillars of the Regional Strategic Plan: **Promotion of the Cooperative Identity; Growth of the cooperative movement; Cooperation amongst cooperatives; Contribution to the SDGs**

Strengthening our Cooperative Identity: UN IYC highlights in the Americas

As part of the regional strategic advocacy ahead of IYC2025, the [Regional Committee of Allied Parties for the International Year of Cooperatives](#) was established. It includes more than 25 stakeholders from the cooperative sector, international organizations, and UN agencies. This forum aims to promote cooperatives and encourage public policy recommendations.

The Regional Committee of the Allied Parties of the IYC in the Americas

developed an [agenda that includes four official events](#) over the year, launched a call for papers on [what happened in between 2012 and 2025, the two UN years of Cooperatives](#) in terms of new public policies, new forms to set up cooperatives, cooperative education models and programs and the perception of the public; additionally, a [regional website dedicated to the IYC](#) was released.

Regional partnerships with [FAO](#), [UNESCO](#), [ILO](#), [UN Women](#) and [ECLAC](#) were renewed:

- The Regional Director signed the renewal of the MoU between the ICA and FAO: [a five-year global partnership with regional operation plans](#).
- A strategic alliance between [Cooperatives of the Americas and UNESCO for IYC2025](#)
- [Advancing the agenda with UN ECLAC](#)

Growth and good governance

Coop visits to [Argentina](#), [Brazil](#) and [India](#), were organised: notable examples are the ones of [COACEHL Honduras to SICREDI in Brazil](#) to learn about its organizational culture centered on member wellbeing, and of [FACACH Honduras in India](#), where a group of 42 people visited several ICA members thanks to the support of the International Cooperative Banking Association (ICBA) and its President, Mr Subrahmanyam Bhima.

For the promotion of a cooperative enabling environment, Cooperatives of the Americas supported the approval of a [model law for agri-food cooperatives by PARLATINO](#).

The webinar [Digital transformation of financial cooperatives in the Americas](#), organised by the Regional Committee of Cooperative Banks (COFIA), gathered more than 300 participants from across the region.

A [dialogue on cooperative education and research](#) was organised within the framework of the project [coops4dev](#), where participants shared their experiences with cooperative education transforming communities.



[Contributions to the regulation of worker cooperatives law](#) in Paraguay: a high-level debate was held in Parliament on this.

[Launch of the Ibero-American Network for the Promotion of the Social and Solidarity Economy](#) : Cooperatives of the Americas participated in this conference promoted by several Governments of the Americas and the Government of Spain to push for the adoption of the UN Declaration on Social Economy.

Five meetings of the Regional Board of Directors and 10 meetings of the Executive Committee were held

over 2024, as well as a number of meeting of the Sectoral and Thematic Committees.

Cooperation among cooperatives

Various initiatives were held to strengthen cooperation amongst cooperatives, expanding cross-sectoral work.

August's [Regional Sectoral and Thematic Committees Assemblies](#) were key forums to assess progress, share strategies, and define work plans that enhanced collaboration among networks, committees, and grassroots organizations.

The Cooperative Social Balance Certification was delivered to over 12 cooperative organizations: it is a tool to measure and communicate the social, economic, and environmental impact of our members; an [open day was organised to raise awareness and exchange experiences over this methodology](#).

During her [participation at the 15th Brazilian Congress of Cooperatives organised by OCB](#), the former President of Cooperatives of the Americas, Graciela Fernandez, joined several sessions emphasizing how cooperatives are at the forefront of

inclusion, resilience and environmental management in the region.

The Regional Director joined the [20th Conference of Social Economy Entities at the University of the South](#) and visited Cooperativas Obrera-FACC Argentina in Bahia Blanca.

Contribution to the Sustainable Development Goals

As part of its efforts to implement the 2030 Agenda for Sustainable Development, Cooperatives of the Americas launched [CoopImpact\(o\), a regional platform that enables visibility of cooperative actions aligned with the Sustainable Development Goals \(SDGs\)](#).

[Cooperatives of the Americas participated in the 38th FAO Regional Conference in Guyana](#), reinforcing its role as a key partner in advancing food security for better production, better nutrition, better environment and better lives.

The [President of Cooperatives of the Americas brought the voice of the Regional Cooperative movement at the UN in New York](#), presenting the key pillars of the IYC2025 regional calendar at the COPAC event for the pre-launch of IYC2025.



ICA Asia and Pacific (ICA-AP)

2024 was a year of purpose and preparation for ICA Asia and Pacific. As we moved closer to IYC2025, the region came together with renewed energy to strengthen cooperative ecosystems, deepen member engagement, and position cooperatives as critical actors in addressing global challenges.

We started the year by highlighting the power of inclusive finance. In February, we organised a joint **side event at the NGO CSW68 Forum** with the Committees on Women and Credit and Banking. The discussion focused on how cooperative financing empowers women across the Asia-Pacific region, reinforcing the role of cooperatives in building gender-equitable economies.

In April, the **Ministers' Conference in Jordan**, hosted by the Jordan



Cooperative Corporation, brought together government leaders and cooperative stakeholders to discuss Government-Cooperative Partnership for Resilience and Inclusive Growth. The event sparked cross-regional collaboration and informed a detailed study and policy report aimed at strengthening government support for cooperatives.

That same month marked the launch of the **second phase of the ICA-EU Partnership (FFPA2)** under the theme *People-Centred Businesses for Sustainable, Democratic and Inclusive Development*. To align with members' needs, we conducted a needs assessment and rolled out training programs on governance and leadership. A major highlight was a joint dialogue with FAO and ICA Africa on strengthening agri-food systems, and the launch of the **Asia-Pacific Cooperative Development Platform (APCDP)** to foster knowledge sharing among cooperative development actors.

In July, the spotlight turned to cooperative women leaders at the **Asia-Pacific Women CEOs Summit in Vietnam**, co-hosted with the Vietnam Cooperative Alliance. Under the theme *Empowering Leadership: Navigating the Future of Cooperatives with Women at the Helm*, the summit was a strong call for gender-inclusive leadership. The Committee on Women also hosted a unique webinar on emotional wellness, recognizing mental health as a key aspect of leadership and wellbeing.

Throughout the year, our committees provided vibrant spaces of learning and innovation, including

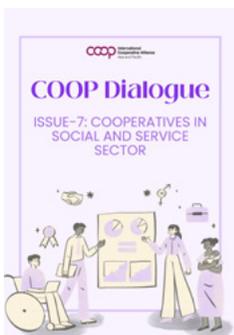
- A **regional workshop on trade networks** by the Consumer Committee, Trade & Business Committee, and Saigon Co-op in Vietnam.
- A **resolution on rice supply chain management** from the Trade & Business Committee.
- The **E-Coop webinar series**, launched by the Youth Committee, promoting cooperative education.
- Dialogues on climate-smart agriculture, digital platforms,



e-commerce, and big data across multiple committees;

- The **18th Research Conference** explored the role of cooperatives in shaping future economies and the next industrial revolution.

One of the most important milestones for our region was hosting the **ICA Global Cooperative Conference and General Assembly** in India. Organised under the theme *Cooperatives Build Prosperity for All*, the event featured powerful speeches by Prime Minister Narendra Modi and Union Minister for Cooperation Amit Shah at the historic launch of **IYC2025**, affirming India's commitment to the cooperative



model. The region celebrated a proud moment when Dr. U.S. Awasthi of IFFCO was awarded the Rochdale Pioneers Award, honoring his legacy in cooperative leadership.

Membership continued to grow, reaching **110 organizations across 29 countries**, with new members joining from Cambodia, the Philippines, and Saudi Arabia. The ICA-AP Regional Board met in Jordan, Vietnam, and India to discuss key governance matters, including membership fees, voting rights, and strategic directions. The region also played a vital role in global discussions on ICA reforms, advocating for inclusive processes, member engagement, and a clear value proposition.

Our efforts to improve **visibility and outreach** gained momentum. We released a well-received video for the **International Day of Cooperatives**, expanded our social media reach, and kept members informed through monthly newsletters. Two editions of **COOP Dialogue** explored cooperatives in the gig/platform economy and social and services sectors. The **Coop Colloquium series** offered space for deeper discussions on cooperative law, governance, and partnerships.

We hosted ICA President Dr. Ariel Guarco in Jordan and India, and Director General Mr. Jeroen Douglas across five Asia-Pacific countries, reinforcing the region's strategic importance.

With support from the Ministry of Agriculture, Forestry and Fisheries, Government of Japan, we continued the capacity-building programs for our members in Asian and African countries. We strengthened our continued collaboration with institutions like IRMA, ILO, FAO, UN DESA, Aflatoun, ASEAN Cooperative Organization, and IIM Kozhikode.

We strengthened collaborations with leading institutions such as IRMA, FAO, UN DESA, ILO, IIM Kozhikode, ASEAN Cooperative Organization, and Aflatoun, expanding opportunities for knowledge exchange and leadership development.

Looking ahead, ICA-AP is geared up to celebrate the IYC2025 with purpose and action. The milestones of 2024 demonstrate the enduring relevance of the cooperative model. With deeper partnerships, growing membership, and renewed energy, we are committed to making 2025 a landmark year of transformation and shared progress.

Cooperatives Europe

Cooperatives Europe General Assembly & ICA Manchester

In 2024, we faced not only the European elections and political shifts we had anticipated, but also a wider climate of uncertainty—socially, economically and politically. In this context, interest in sustainable and resilient business models increased. Cooperatives, alongside other purpose-driven and social economy actors, drew more attention than usual. New business models also emerged, often built around networks and values.

To respond, we worked to spotlight cooperatives and highlight our business model. Ahead of our General Assembly, we hosted a symposium titled “*Cooperatives and Purpose-Driven Enterprises*”. It drew strong interest well beyond our usual

stakeholders. The symposium was preceded by our General Assembly, hosted by Febecoop, where Petar Stefanov was elected to a one-year mandate as President.

As the European Parliament elections approached, we launched a campaign around a manifesto. It set out our main priorities for cooperatives and sectoral members in Europe. After the election, we engaged with newly elected MEPs to establish a renewed *European Parliament Cooperative Supporters Group*.

Cooperatives Europe continued its active role in entrepreneurship policy, contributing through expert groups such as the SME Envoy network. We provided cooperative-focused input on skills development, youth entrepreneurship, and the twin transition.

On social economy, we monitored developments in labelling and certification to ensure cooperatives are properly recognised. Our Director, Agnes Mathis, was reappointed to the renewed High-Level Expert Group on Social Economy (GECES), where she continues to support the implementation of the Social Economy Action Plan—with a focus on

access to finance and improved data collection.

We also took part in major events, including the *European Social Economy Conference* (600+ participants) and the *SME Assembly in Budapest* (nearly 1,000 participants). In Budapest, we hosted a workshop on the *proximity economy*, showing how cooperation between SMEs, cooperatives, and local authorities can support territorial development and EU strategic autonomy.

This work was supported by continued institutional dialogue. Through the *Fit for Future Platform*, we advocated for less red tape and contributed to discussions on new EU regulatory challenges. Our recommendations—including on access to finance—were included in the platform’s final report.

In the field of corporate sustainability, we worked to secure fair treatment of cooperatives under new legislation. We successfully advocated for changes to the *Corporate Sustainability Due Diligence Directive (CS3D)*, including the removal of binding directors’ duties and limits on value chain obligations for SME cooperatives.



We also followed up on our 2023 strategic plan with targeted actions in youth, gender, and education.

On youth, a key moment in 2024 was the *European Youth Cooperative Forum*, held in October and hosted by CCU in Sofia. It brought together young cooperators from across Europe—both from long-standing national structures and newer grassroots cooperatives. It was an opportunity for youth representatives to meet the Cooperatives Europe Board, raise concerns around career development and governance, and help shape the youth agenda. After the forum, the *Youth European Cooperative Network (YECN)* regained new momentum with regard to its development and growth.

On gender and diversity, in line with the EU Gender Equality Strategy, we organised a webinar titled

“Improving the Gender Balance in Boards: Cooperative Actions and Opportunities”. The event gave our members a chance to share experience, and it helped showcase cooperative approaches to gender balance to external stakeholders.

On education, we launched a call to include the cooperative model in EU education initiatives, and proposed the involvement of cooperative experts in key advisory groups. Our messages were shared via the EESC Civil Society Group bulletin, and we continue to build on this work today.

Beyond the EU, 2024 marked the first year of the new *Framework Partnership Agreement (FPA)*. It gave us space to focus again on international cooperative development—across capacity-building, research, and advocacy.

We reshaped the *Cooperatives Europe Development Platform (CEDP)* into a full working group, more directly linked to our members. Its membership grew significantly over the year.

As part of the *ICA Global Cooperative Conference* in New Delhi, we led and moderated a key session titled *“Shaping the Future: Towards*

Realising Prosperity for All in the 21st Century”. This partnership also helped strengthen our cooperation with ICA global and regional bodies, allowing us to advance shared priorities more effectively.

We continued improving our communication tools. Our social media following all together grew by around 7% over the year. We also started developing a long-term communication strategy to better engage our members and raise our profile. This work focuses on adapting our messages to members’ needs and reinforcing our shared identity and goals.

2024 was a year of preparation towards the International Year of Cooperatives and a year where we strengthened ourselves strategically—both within the EU and beyond. We reinforced our voice in EU policymaking, built momentum around youth and gender inclusion, and deepened our work on international partnerships. As we move forward, our focus remains clear: to ensure that cooperatives are not just part of the conversation, but seen as essential actors in building a fair, sustainable, and resilient .



Activities of ICA sectors

International Cooperative Agricultural Organisation (ICAO)

In 2024, the ICAO carried out a series of meaningful activities aimed at strengthening international cooperation among agricultural cooperatives. These include EXCOM meetings, seminars, joint workshops, regional development projects, scholarship programme, leadership capacity building project, and member engagement initiatives.

EXCOM Meetings and Seminar

The first EXCOM Meeting and Seminar ran from April 17 to 19 in Tokyo, Japan. Key agendas were amendments to the ICAO Rules and a review of 2023 regional project outcomes. A seminar discussing how agricultural cooperatives can contribute to food security was held alongside field visits to Japanese local agricultural

cooperatives and agricultural production facilities.

The second EXCOM Meeting and General Meeting took place from July 9 to 10 in Rome, Italy, where the President and the Vice-President were appointed. In addition, there were an ICAO presentation of its 2023 activity and financial report, along with 2024 work plan and budget.

ICAO-Alleanza delle Cooperative Italiane Joint Workshop

On July 10, in conjunction with the Rome meetings, ICAO and Alleanza delle Cooperative Italiane co-hosted a joint workshop under the theme Generational Transition in Agriculture and the Role of Cooperatives. The workshop featured speakers from international organizations, co-op specialists, and ICAO member institutions who shared case studies and policy insights on how cooperatives can play a pivotal role in facilitating youth engagement in agriculture.



2024 Regional Projects

Four regional projects were implemented in 2024 with a total budget of €40,000, allocating 10,000 per region:

Region	Organization(s)	Project Description
Africa	NWCA (Cameroon)	Capacity building and gender inclusion for sustainable coffee production in the northwest region of Cameroon
Americas	OCB (Brazil)	Project suspended
Asia	NACCFL (Nepal)	Dairy product diversification in Jalthal Small Farmers Agriculture Cooperative
Europe	NCC (Poland),	Perception of the European Green Deal (EGD) and the conditions for obtaining the status of an energy cooperative by agricultural cooperatives (SDGs 7&13)
	OR-KOOP (Türkiye)	Project work on the perception of the European Green Deal (EGD) and obtaining the status of an energy cooperative by agricultural cooperatives

NACF Korea Scholarship Programme

The scholarship programme was launched in August 2023 and included document screening and interviews from September to October. The recipient arrived in Korea in early 2024 to attend a Korean Language Institute, which runs until February 2025.

Beneficiary: Lyssa Oppata from Brazil, nominated by OCB (Organization of Brazilian Cooperatives). She is a student at Uniasselvi with experience as a young apprentice and rural manager. She completed her studies and returned to Brazil in February 2025. Another student from Ghana is

currently studying at the Agricultural Cooperative University in Korea.

ICAO Global Leadership Capacity Building Project

This initiative welcomed two secondees:

- Wangman (ACFSMC, China)
- Padam Bahadur Chaudhary (NACCFL-affiliated cooperative, Nepal)

Their programme ran from December 9, 2024 to March 7, 2025, and included field visits to NH Hanaro Mart, the NH Central Supply Distribution Center, and regional NH branches. Participants also visited the Agricultural Cooperative University,



a smart farm, and Jeju Island, while receiving lectures on NH Group's businesses such as mutual financing. The program concluded with the secondees' action plan presentations.

ICAO Members' Chat

Held online via Zoom on December 16, 2024, ICAO Members' Chat aimed to promote active dialogue and mutual understanding between member cooperatives. Discussions included updates on members' current work, proposals for joint cooperative projects, and open exchanges on shared challenges and opportunities for collaboration.

International Cooperative Fisheries Organisation (ICFO)

In 2024, the International Cooperative Fisheries Organisation (ICFO) continued its mission of assisting fisheries development by providing information on fisheries to fisheries cooperatives around the world, and promoting the exchange of expertise and experience among them through training, symposiums, seminars and other means.

Fisheries Support Program

The ICFO firmly believes that activities aimed at promoting the development of the global fisheries industry and strengthening bonds among member cooperatives and fisheries organisations are essential. Consequently, the ICFO implemented a project to support the purchase of fisheries-related equipment, taking into account the local fisheries environment of each organisation.

In this project, active participation was observed from various ICFO member organisations, including Vietnam, Palestine and Nepal. Purchases included items such as oxygen-generating spinning wheels, wave generators and some devices to promote the development of the fisheries industry.

As a result, more than six cooperatives in different countries, including approximately 600 members, received help from this project.

ICFO Scholarship Program

The ICFO is making great efforts to foster talents in the fisheries field, especially in developing countries. The scholarship programmes of the ICFO are crucial cause they are designed to promote the sustainable development of the world's fisheries and nurture

talents in the fisheries sector around the world.

This year, the 8th and 9th ICFO scholarship students completed their





studies in Pukyong National University (PKNU), Republic of Korea. Each of them studied Fisheries Biology and Marine Biology for two years. In addition, this year's 11th ICFO 2-year master's degree scholarship program is to go to a university graduate from Indonesia. The ICFO and Pukyong National University made a decision after careful consideration of several factors, including the applicant's undergraduate major, English proficiency, and grades in college. A total of 23 students from 6 countries have been supported by this program

for their master's degree since the program was launched in 2014.

ICA Director General visit

Jeroen Douglas, Director General of the International Cooperative Alliance (ICA), and Balu Iyer, Regional Director of ICA Asia and Pacific, met with No Dong-Jin, Chairman of the ICFO, to discuss development plans for cooperatives and fisheries cooperatives. At this meeting, Chairman No Dong-jin expressed his intention to actively participate in

ICA's diverse activities in 2025 for the International Year of Cooperatives. (IYC).

Mr Douglas, who was visiting Korea for the first time since his appointment as Director General, highlighted that "The UN's re-designation of next year as the IYC is a recognition of the social and economic importance of cooperatives."

"We will work to develop international cooperatives," he added.

The International Cooperative Banking Association (ICBA)

The International Cooperative Banking Association (ICBA), a sectoral organization of the International Cooperative Alliance (ICA), continued its mission of strengthening cooperative banking globally through a series of significant engagements and strategic initiatives throughout 2024 with the ‘passive ‘technical support of 57 members in 35 countries.

MOU with Institute of Cost Accountants of India on 28 November 2024 during the ICBA Board Meeting

The year 2024 commenced with ICBA's participation in the ICA Board Meeting held in Cali, Colombia from 27 February to 1 March. During the meeting, ICBA presented its Activity Plan and Budget for 2024, reaffirming its alignment with ICA's Strategic Vision 2020-2030 and contributing to discussions on the advancement of cooperative banking worldwide.

In May 2024, the ICBA Board met in Utrecht, the Netherlands, hosted by Rabobank. The meeting was supported by academic contributions from Dr. Hans, Vice president, ICBA, Europe ICA global Office etc. The Board welcomed increased stakeholder engagement, particularly with organizations such as Aflatoun, Dot Coop, and Rabobank and Mr. Santosh Kumar, Director (Legislation), ICA. The Board commended the transparent and data-driven approach adopted by ICBA with a focus on research. Ms. Violetta Nafpaktiti, CEO of Dot Coop, emphasised potential collaboration, including the development of a global cooperative banking database and the strategic use of the domain bank.coop

UN Meeting - 23 May 2024

On 23 May 2024, after the conclusion of ICA Board, Mr. Bhima

Subrahmanyam, President of ICBA, met with representatives from the United Nations Department of Economic and Social Affairs (UNDESA) and the Committee for the Promotion and Advancement of Cooperatives (COPAC) to discuss plans for the International Year of Cooperatives (IYC2025). The meeting concluded with a commitment to reconvene in New Delhi in November to further these collaborative efforts.

Visit to The World Bank

ICBA also engaged with North American cooperative institutions during visits to Washington, D.C. in early June. Discussions with the leadership of NCBA CLUSA and the National Cooperative Bank (NCB) focused on enhancing bilateral cooperation and exploring joint activities in the run-up to IYC 2025. Additionally, a high-level ICBA delegation held strategic consultations with World Bank representatives to explore avenues for research, policy collaboration, and support for rural cooperative financial institutions.

India, the host: Throughout the year, ICBA maintained an active presence



within ICA's global working groups and steering committees. Notably, the association contributed to ICA's Global Cooperative Committee (GCC) and supported preparations for IYC 2025. A series of meetings were also held in September in New Delhi with Ministry Of Cooperation, Government of India, national cooperative leaders, including representatives from NAFSCOB, NABARD, NCUI, and IFFCO, to align national and international efforts for cooperative development. The first ever visit of Mr. Jeroen Douglas, Director General, ICA to India in his present capacity facilitated excellent execution of ICA events hosted by IFFCO.

ICA & ICBA Key Events - New Delhi, Nov 2024

A major highlight of the year was the ICA and ICBA series of events held in New Delhi in November. These included the ICA Board Meeting and Flag Hoisting Ceremony, the formal launch of IYC 2025 by the Honorable Prime Minister of India, and the ICBA General Assembly/BOD jointly hosted with the NAFSCOB Diamond Jubilee Celebrations. The events also featured the release of several significant research publications and the signing of a Memorandum of Understanding with the Institute of Cost Accountants

of India. ICBA published a Research paper on *Assessment of Recent Developments*.

Project Cost: €19,000 (Dr Hans University: €10,000; Camilla: €4,000; ICA Agency: €5,000 (outsourced)).

Support to Diamond Jubilee

National Federation of State Cooperative Banks (NAFSCOB), with the support of ICBA, marked its 60th year of dedicated service to the cooperative banking sector in India. It released a range of landmark publications, including pictorial memoirs, sectoral histories, and a business expansion roadmap for the Short-Term Cooperative Credit Structure (STCCS) under the Amrit Kaal vision (2022–2047). The organization also contributed to the development of model byelaws for different categories of cooperative banks and played an instrumental role in strengthening the governance and financial practices of its member institutions.

New Delhi Action Plan (NDAA) on a cooperative future for creating a prosperity for all has been drawn up by the ICA Global Cooperative Conference and it has been widely published by ICBA. A strategic plan to

celebrate IYC 2025 in 2025 has been worked out by spelling out a specific role to ICBA. A month-wise calendar of activities has been designed by ICBA to celebrate IYC2025.

Cooperative Identity, Values & Principles

Looking ahead, ICBA remains committed to advancing the cooperative identity and promoting the sustainability of cooperative financial institutions globally. With strong partnerships, including those with the World Bank, UNDESA, and other global stakeholders, ICBA is well-positioned to lead strategic activities throughout IYC 2025 and beyond, reinforcing its pivotal role in the global cooperative movement.

***Submitted by Bhima Subrahmanyam, President, ICBA & Managing Director/CEO, NAFSCOB**

International Cooperative and Mutual Insurance Federation (ICMIF)

Strengthening resilience through collaboration

Last year was a pivotal one for the ICMIF, marked by transformation, deepened connections, and renewed commitment to purpose-led impact. Guided by our 2023–2026 strategy, *Leading with purpose and impact*, the Federation continued to support members in building a resilient, inclusive and sustainable future for their communities and organizations.

The ICMIF Biennial Conference, held in Buenos Aires in November, brought together members from around the world under the theme *Collaborating with purpose*. The three-day event focused on *People, Performance and Partnerships* – core pillars of mutual and cooperative strength. Discussions highlighted how member organizations are prioritizing long-term stability, societal resilience and member-centric values in an increasingly complex risk landscape.

This year also saw a significant leadership transition, as the Federation prepared for the retirement of its long-serving Chief Executive, Shaun Tarbuck. Under Shaun's nearly 30-year tenure,

ICMIF expanded from 65 member organizations in 1995 to over 200 today, becoming a trusted global voice in the insurance sector. The newly appointed CEO, Liz Green, who assumed the role in November 2024 after serving in several senior positions since joining ICMIF in 2012, brings continuity, experience and a deep understanding of the network. Shaun will continue to contribute in an ambassadorial role, supporting the Federation's global advocacy and partnerships.

Building value and global connection

Following the ICMIF Centenary celebrations in 2022, the Federation began implementing its new strategic plan to position itself for long-term relevance and impact. During 2024, ICMIF continued to significantly enhance opportunities for members to connect, exchange knowledge, and collaborate on shared priorities such as sustainability, digital transformation, access to capital, and talent development.

ICMIF's global network now includes over 220 member companies in 54 countries. Throughout 2024, engagement from both new and existing members reached record levels, reflecting the growing value of being part of a trusted and open global community. The Federation's events programme, which includes in-person and virtual engagements, has played a central role in this.

ICMIF events are complemented by virtual forums, webinars and roundtables, all designed to facilitate learning and build relationships across our diverse membership.

ICMIF's Knowledge Hub, strategic research, and curated case studies have continued to support members in responding to global trends and emerging risks. Through this knowledge sharing, members learn from one another in a non-competitive environment, gaining insights into how others are leveraging mutuality, embracing innovation, and embedding sustainable business practices.

Driving impact through purpose

ICMIF's current strategy – framed by a new purpose, vision and mission – continues to guide its work and priorities:

- **Purpose:** Creating a safer, more resilient world
- **Vision:** Inclusive resilience through protection, prevention and influence
- **Mission:** To inspire and assist members to build and sustain a purpose-led, resilient future

This strategic direction has helped ensure that ICMIF remains a relevant and impactful association, aligned with its members' needs. It has also enabled the Federation to maintain strong financial health, despite broader economic challenges, reinforcing its ability to deliver value long-term.

Amplifying influence and partnerships

ICMIF continues to lead by example in demonstrating how mutual and cooperative insurers are uniquely positioned to contribute to global resilience and sustainable

development. Members now manage over USD 1 trillion in assets aligned with sustainable investment frameworks – an increase of more than one third over the past two years. This positions the sector to play a leading role in responsible investing and long-term value creation.

The Federation's partnerships with global organizations such as the United Nations Office for Disaster Risk Reduction (UNDRR) have deepened, helping to close gaps in disaster risk financing and embed proactive risk reduction into insurance practices. At the community level, the ICMIF Foundation has continued its work to support vulnerable populations, most recently through initiatives such as the Insurance Innovation Challenge, launched in partnership with the United Nations Development Programme (UNDP).

2025 progress update

With 2025 declared the International Year of Cooperatives by the UN, ICMIF is well-positioned to raise global awareness of the cooperative and mutual insurance model and its transformative potential. Representing 26% of the global insurance market, our sector has a compelling opportunity to demonstrate

leadership in social responsibility, community engagement and long-term sustainability.

ICMIF is pleased to have played a role in the creation of the Cooperatives and Mutuals Leadership Circle (CM50), with Adviser and former CEO Shaun Tarbuck co-initiating the group alongside the ICA. Since its launch, ICMIF supports the CM50's mission to grow the cooperative and mutual sector globally. At the recent CM50 meeting in Madrid, ICMIF was proud to see 15 CEOs from member organizations actively participating. Their presence highlights the strength and commitment of the mutual insurance sector in shaping a shared vision and advocating for cooperatives/mutuals as key players in achieving the UN SDGs.

ICMIF remains committed to harnessing collective intelligence, curating global insights, and facilitating meaningful partnerships that allow members to address common challenges and pursue shared ambitions. As we move into the next phase of our strategy, the Federation will continue to provide a platform where members can collaborate, grow, and drive positive, resilient change – together.

Consumers Cooperatives Worldwide (CCW)

CCW - Cooperatives of the Americas Joint Session (March, Colonia, Uruguay)

CCW took part in a joint cooperative forum *Accelerate Interregional Cooperative Solutions For Market Access Towards The International Year of Cooperatives 2025*, held on March 13 in Colonia, Uruguay with the participation of members of the Regional Board of Cooperatives of the Americas and leaders of co-operative organizations from Argentina and Uruguay.

As a result of active discussions and the presentation of the online platform **Coop2Coop Marketplace**, a unanimous agreement was reached to establish a **Task Force** to attract representatives of consumer cooperatives from the Americas, to strengthen interactions.

The priorities are to:

- **promote** the visibility of consumer cooperatives in the Americas Region through tangible business cooperation with Euro Coop and the ICA Asia-Pacific Committee on Consumer Cooperation;
- **support** the implementation of the pilot project of the online platform Coop2Coop Marketplace by including their products and services for their commercial realization;
- **promote** the exchange of experience and good practices, communications and information;
- **intensify** cooperation between cooperative sectors in view of common projects and initiatives;
- aim to establish a regional structure of consumer cooperatives in the Cooperatives of the Americas.

Impact of Action:

- **Coop2Coop**
- **Promotion of the Co-op Identity**
- **Growth of the Co-op Movement**

It has contributed, first and foremost, to coop to coop exchange, promotion of the Cooperative Identity and even growth of the movement to the extent to which this coop2coop business relations entails market access and international commercial links.

The joint session was attended by the ICA President Dr. Ariel Guarco, President of Cooperatives of the Americas, President of CCW, the entire Regional Board of Cooperatives of the Americas, national presidents of FACC Argentina, FUCC Uruguay, ANCC-Coop Italy, CCU-Bulgaria, and representatives of consumer cooperatives in Argentina, Brazil, Uruguay, Italy and Bulgaria – more than 50 individuals.

It prompted closer collaboration between:

- consumer co-operatives from different ICA regions,
- consumer cooperatives and cooperative producers nationally, regionally and globally
- consumer cooperatives in Argentina and Uruguay – FACC Argentina and FUCC Uruguay.



The events in Uruguay also included high-level political meetings within the Parliament of Uruguay and specifically with the Chair of the Chamber of Representatives and a joint session with the Parliamentary Committee for Co-operatives.

Within the co-op world, meetings were held with the national agricultural co-op organisation (CAP) and with the national co-operative institute (INACOOP).

None of these interactions have been attempted before, therefore the significance of these events is of strategic nature.

ICA Africa Ministerial Cooperative Conference (May)

CCW was invited to the online regional conference *Leveraging Cooperatives for transitioning African Economies* to present its perspective on the potential for global direct cooperative trade. We participated in the parallel session *Leveraging Cooperatives for Economic Stability*, where we presented the Coop2Coop marketplace platform as an instrument to empower African cooperatives with an access to a global market exclusively for cooperatives.

By using the platform, African cooperatives will increase their visibility by making the global coop market know better about the services and products they offer, and conversely, they shall have direct access to any services and products they seek which are offered by cooperatives around the globe.

Impact of Action:

- **Promotion of the Co-op Identity**
- **Coop2Coop**
- **SDG Contribution**

The online platform was presented to a ministerial audience – representatives of the governments and national public administration in charge of the regulatory, policy and business conditions within which co-operative enterprises operate. It was important for them to hear the potential of international e-commerce and to prompt a discussion between co-operatives and national institutions on the need to support cooperatives.



ICA Asia-Pacific Regional Workshop & Trade and Business Committee

CCW was invited to present the Coop2Coop online marketplace to two separate meetings – a regional workshop and the Trade and Business Committee of the regional Board of the ICA Asia-Pacific. The aim was to engage consumer and producer cooperatives in a discussion around business interlinkages and the need for more direct collaboration among cooperatives.

Impact of Action:

- **Coop2Coop**
- **Promotion of the Co-op Identity**

It was a first detailed discussion between consumer cooperatives of different regions on the potential of direct business collaboration.

ICA Strategy Leadership Team

CCW was represented by Todor Ivanov within the leadership team tasked to with giving overall guidance on the development of the ICA Strategy 2025-2030.

Impact of Action:

CCW was the only sector represented and acted as a liaison with all global sectors and the European Region.

Cooperative Housing International (CHI)

Promoting Cooperative Identity

In 2024, CHI launched the [International Legal Research Analysis Initiative](#) (ILRAI) in partnership with the ICA Cooperative Law Committee. This gathers data on legislation in 15 countries, including Canada, Sweden, India, and Zimbabwe.

CHI intensified efforts to enhance the global visibility of cooperative housing, especially among youth and emerging practitioners. A landmark event was CHI's co-hosting of the [European Student Housing Cooperative Alliance](#) (ESCHA) conference in Geneva in October, bringing together students and cooperative housing representatives from eight countries.

CHI's communications significantly expanded in 2024, reaching a digital audience of over 16,000 across multiple platforms. This growing audience reflects sustained interest in CHI's work and demonstrates the value of consistent, relevant content that connects practitioners, advocates, and supporters worldwide.

Quarterly e-bulletins highlighted major initiatives, including the



launch of the International Legal Research & Analysis Initiative (ILRAI), sustainability innovations from Swedish housing cooperatives, and the European Student Cooperative Housing Alliance (ESCHA) gathering in Geneva.

The [Coop Conversations](#) podcast featured an in-depth podcast with Alicia Maneiro, President of [CUDECOOP \(Uruguay\)](#). She discussed Uruguay's self-managed, mutual-aid housing model, hereditary rights, and [FUCVAM's](#) international outreach and land strategies.

Webinars, such as the [Student Housing Cooperatives - Let's Talk](#), and updated website content helped deepen engagement and promote CHI's mission of global knowledge

exchange and peer learning.

The June [Member Forum](#) featured Blase Lambert and Jim Holt (UK), who introduced the [Wayshaper for Sustainable Homes Toolkit](#), focused on practical retrofit approaches.

Growth of the movement

CHI expanded its membership base to 35 members with the addition of [FENACOHAB](#), Brazil's national

housing cooperative federation representing over 50,000 members. FENACOHAB brings fresh insights from an emerging market with strong cooperative potential.

CHI also welcomed [ACDI](#)

[Multipurpose Cooperative](#) as a member. These new members strengthen CHI's presence in Latin America and Asia Pacific. Their participation reinforces the relevance of national federations as catalysts for cooperative growth and advocacy in emerging and established markets.

Strategic governance improvements were initiated in 2024, with amended CHI Rules aligning with the ICA Articles more closely. The Board's



April meeting in Berlin featured knowledge exchanges with sector experts from Europe and Australia, further reinforcing CHI's strategic direction. CHI's strategic planning sets a robust foundation for growth initiatives and enhanced member services in 2025.

Cooperation Among Cooperatives

Building on the momentum from the ESCHA conference in Geneva, CHI facilitated sustained collaboration among student housing cooperatives across Europe and North America. Key alliances were targeted, notably a framework agreement between [NASCO](#) (US & Canada) and ESCHA designed to support student exchanges and knowledge sharing. The Erasmus+ supported cooperation between MoSS (Florence) and [Studentendorf](#) (Berlin) further exemplifies CHI's role in fostering operational capacity and educational exchange.

Supporting ESCHA is a strategic way for CHI to invest in the next generation of leaders while addressing the urgent need for affordable student housing. By backing ESCHA, CHI helps amplify grassroots efforts, foster cross-border collaboration, and promote cooperative values.



Contribution to Global Sustainable Development

In 2024, CHI advanced its commitment to sustainability and resilient communities through targeted initiatives, partnerships, and knowledge-sharing. Student housing cooperatives remained a key focus.

The International Legal Research and Analysis Initiative (ILRAI) continued to identify legal frameworks that support the long-term stability and democratic governance of housing cooperatives – essential components of sustainable development.

CHI also enriched its digital presence by expanding website content on [sustainability](#), providing practical tools and resources/

Looking Ahead: IYC 2025

In 2025, CHI is capitalizing on IYC2025 to run a [global campaign](#) showcasing cooperative principles

and best practices in housing as practical solutions to affordability, sustainability, and community resilience challenges.

Key planned activities include a series of webinars co-hosted with [urbaMonde](#) featuring housing cooperatives in Nicaragua, Senegal, and Indonesia. CHI will also co-lead several workshops at the [International Social Housing Festival](#) (ISHF) in Dublin, Ireland.

The IYC25 campaign will highlight [Open Houses](#) events across member countries, with the flagship Oslo event featuring OBOS [Living Lab](#) apartment building – a cutting-edge example of cooperative-led sustainable housing innovation.

On June 24, 2025, CHI will present at the General Assembly of the Swiss Cooperative Housing Association in Bern.

On [World Habitat Day](#), October 6, 2025, CHI will launch the International Legal Research & Analysis Initiative (ILRAI) with an international conference and official report release.

CHI aims to establish cooperative housing as a replicable, democratic, and sustainable alternative.

International Organisation of Industrial and Service Cooperatives (CICOPA)

ICA Global Conference

During the ICA Global Conference, CICOPA members met to review the proposed strategic plan for 2025-2029 and discuss the CICOPA data collection. A special focus was dedicated to the context and development of Indian cooperatives.

In parallel, and in the framework of the CICOPA project on digital cooperatives, CICOPA successfully organised, in collaboration with PATIO, a [second edition of COODING](#), discussing digitalisation and the future of cooperatives.

In addition, during the Global

Conference, CICOPA coordinated [two sessions](#) on cooperatives in the care economy and cooperative, digital and new technology.

CICOPA General Assembly

In June, [members gathered online](#) to discuss the direction of the organization, ordinary business matters, and have enriching exchanges.

CICOPA Family grows

In 2024, CICOPA welcomed a new member, [ACDI Multipurpose Cooperative](#) from Philippines.

CICOPA at the ILO conference on decent work and care economy

In June 2024, we attended the 112th International Labour Conference (ILC) of the International Labour Organization (ILO) discussing key topics such as [decent work and the care economy](#). An occasion to promote cooperatives as providers of quality care and calls on the ILO to provide technical assistance for the effective protection of workers in cooperatives.



CICOPA at the OECD Conference on worker cooperatives

On 12 March, CICOPA participated in a [conference](#) on “Worker co-operatives across continents: Policy and practical experiences from Japan”, organised by the OECD’s Local Employment and Economic Development (LEED) Programme and the Japan Institute for Labour Policy and Training. At the conference, an overview of worker cooperatives in Japan was presented, alongside experiences from other countries. CICOPA presented some trends and challenges of worker cooperatives worldwide.

Meeting with CWA, Palestine

In January, CICOPA alongside CICOPA Asia Pacific met with CWA



(Cooperative Work Agency), ICA's member from Palestine to discuss how worker cooperatives could help address unemployment in Palestine. The objective of the meeting was to understand better features, characteristics, and business models based on workers-ownership.

CICOPA met the ILO COOP Unit

During the 112th Session of the International Labour Conference (ILC), CICOPA met with the International Labour Organization's Cooperative, Social and Solidarity Economy Unit. The [meeting](#) focused on current and future strategies to promote worker cooperatives, particularly in the care sector, in light of one of the key topics of the 112th ILC, decent work in the care economy.

CICOPA Mutual Learning Session

On 18 September 2024, CICOPA organised a Mutual Learning Session (MLS) on the topic of [business transfers to employees under the cooperative form](#), that is, workers buyouts (WBOs). The experienced shared from Canada, Argentina, Italy and France revealed diverse approaches to WBOs in each country and showcase cooperative Federations' support approaches.

Pan-African Fashion Alliance Feasibility study

CICOPA contributed to the Feasibility Study for the Establishment of a Pan-African Fashion Alliance (PAFA) released by ICA in agreement between the International Trade Center. The project aimed at analyzing the feasibility of setting up a Pan-African cooperative of fashion designers and other relevant stakeholders to support and advance their businesses.

Other activities

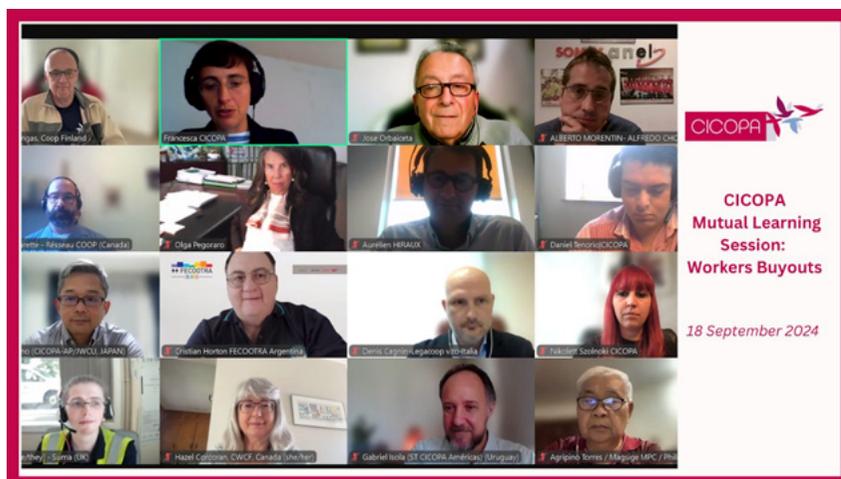
Beginning of April, we joined ICA in launching the Meet & Greet events, a series of events aimed at presenting

the activities of ICA to the outside world and attracting new members.

On 8 March, we celebrated the [International Women Day](#) and 1st of May the [International Workers day](#). On the [International Day of Cooperatives](#), we highlighted our cooperative contribution to UN SDGs.

During the year we contributed to [ICA's opinion on the Right to Strike](#) submitted to the International Court of Justice, advocating for the protection of workers' rights under ILO Convention No. 87.

CICOPA welcomed the [G20 summit](#) recognition of the importance of social and solidarity economy.



International Health Cooperative Organisation (IHCO)

Founded in 1996, IHCO unites 20 organizations representing health cooperatives across four continents. These operate across a wide range of health-related activities, including primary and specialised care, hospital management, health insurance, integrated social and healthcare services, health promotion, health literacy, and pharmaceutical distribution.

In a year of mounting global health challenges and rising momentum for cooperative action, IHCO helped raise the visibility of health cooperatives, strengthening international alliances and supporting its members around the world.

Strategic international engagement

IHCO actively participated in high-level policy platforms to promote the cooperative approach in global health

systems. It contributed to the G7's global health working group (C7), highlighting how health cooperatives build resilient, community-based healthcare systems. Within the B20's digital transformation taskforce, IHCO advocated for digital equity and innovation through people-centred cooperative solutions.

These efforts aimed to ensure recognition of health cooperatives as both care providers and key actors in the transformation of health systems.

Preparing for the International Year of Cooperatives 2025

Following the declaration of 2025 as the International Year of Cooperatives, IHCO supported preparations to highlight the contribution of cooperatives to sustainable development. At the soft launch of the year, held on 9 July at

UN headquarters in New York, IHCO President Dr Carlos Zarco emphasised the role of health cooperatives in achieving Sustainable Development Goal 3 and extending universal health coverage. Later in the year, Dr Zarco took part in the official launch event in New Delhi.

Promoting inclusive healthcare

Throughout the year, IHCO participated in key international and regional forums. At the 53rd United National Convention in Brazil, IHCO contributed to a panel on strengthening inclusive, person-centred healthcare. In May, it joined the international workshop Empowering futures in Brasília, co-hosted by UNDESA and the Brazilian OCB system. IHCO shared strategies for the inclusion of women, youth and underserved populations through cooperative health initiatives.

In July, Dr Zarco contributed to a WHO webinar on community engagement and the commercial determinants of health. He underscored how cooperatives reinvest profits, empowering communities to take control of their health and wellbeing.

In November 2024, IHCO organised the international workshop titled "People-centred digital health: the cooperative approach" in New Delhi.



Digital health and cooperative innovation

IHCO hosted the international workshop *People-centred digital health: the cooperative approach* during the ICA Global Conference. The event explored how technology can improve access, efficiency and equity in healthcare.

Case studies from Fundación Espriu (Spain), One Coop Health (Philippines), SEWA (India), Confcooperative Sanità (Italy), and Cooperativa Profesionales (Panama) demonstrated how digital tools – from blockchain to mobile platforms – are enhancing services for both members and healthcare professionals. Participants explored how these innovations can be integrated into cooperative frameworks, gaining practical strategies to overcome digitalisation challenges.

Strengthening the IHCO network and supporting members

IHCO continued to support its members and foster new cooperative health initiatives. It sent messages of solidarity to members in the Philippines and Japan and worked with the Health Cooperative Federation of Canada on public awareness activities.

In Uganda, IHCO supported KAMACOS in organizing a July medical camp in Misanvu, which delivered free services to over 2,600 people, including screenings for HIV, malaria, diabetes, and cervical cancer.

In Kenya, IHCO partnered with the German Cooperative and Raiffeisen Confederation (DGRV) in the process of creating Murigiti, the country's first healthcare workers cooperative.

IHCO also expanded partnerships through dialogue with governments, universities and cooperative leaders. It met with the Ukrainian Medical Association to explore the role of cooperatives in post-conflict reconstruction and engaged with Coomeva (Colombia) and Sri Lanka's new Health Professionals Welfare Cooperative Federation. IHCO also held discussions with Life University in the United States.

ICA Conference and IHCO General Assembly

On 28 November, IHCO held its General Assembly in New Delhi during the ICA Global Cooperative Conference. Delegates reviewed the year's activities, approved the financial statements, and endorsed the 2025 work plan. Member organizations agreed on the vital role of health cooperatives in tackling challenges such as ageing populations, healthcare access and system sustainability.

The General Assembly also welcomed the Chilean health cooperative Sermecoop as IHCO's 20th full member.

At the ICA Global Conference IHCO contributed to the launch of ASETT (Arizmendiarrieta Social Economy Think Tank). Supported by Spanish social economy organizations, ASETT seeks to reduce inequality and promote social inclusion by developing new strategies through research and intercooperation.

Looking ahead

In 2025, IHCO will continue to advocate for a world where access to healthcare is universal, people-centred and rooted in solidarity.

A medical camp in Misanvu (Uganda) was organised by Kamacos cooperative, with support from IHCO, providing free health services to more than 2,600 individuals over the course of a week



The activities of the ICA thematic committees

Gender Equality Committee (GEC)

Introduction

The Global Gender Equality Committee (GEC) presents its 2024 Management Report, highlighting the main activities carried out in fulfillment of its mandate to promote gender equality within the international cooperative movement. This year, the Committee's actions focused on amplifying the visibility of women's leadership, raising awareness about gender-based violence, and strengthening internal organizational processes. We set out the main activities here.

International Webinar

Stories of Women's Leadership in Cooperatives: Differences that Add Up, Similarities that Inspire

With the purpose of sharing the stories of women leaders in the cooperative sector, the GEC organised a webinar that brought together executive women, entrepreneurs, and emerging leaders to exchange ideas and best practices. The event explored both differences and commonalities in their leadership journeys, with the aim of enriching collective knowledge about the role of women in cooperatives.

Participants shared good practices in cooperative management, empowerment tools, and inspiring experiences that showcased the transformative impact of women in their communities. The webinar also served as a space for dialogue and collective reflection on how to further promote equity from within cooperative organizations.

Campaign

16 Days of Activism against Gender-Based Violence

As part of the International Day for the Elimination of Violence against





Women, the Committee actively took part in the United Nations' global 16 Days of Activism campaign under the slogan:

Cooperatives Free from Violence: Leadership that Transforms.

A coordinated message plan was developed for each member of the GEC Board, encouraging them to record short videos. These were used as digital content throughout the 16 Days of Activism campaign, helping to strengthen the Committee's voice across social media and communication platforms.

The campaign included educational and awareness-raising publications, and promoted reflection on the cooperative movement's responsibility in building safe, equal, and inclusive environments.

Links to campaign messages:

- [ICA Campaign Page](#) @
- [Video 1](#) @
- [Video 2](#) @

Institutional Strengthening of the GEC

In 2024, the Committee also carried out key internal activities aimed at consolidating its structure and ensuring more representative, transparent, and effective participation:

- Executive Board Meetings: Regular meetings were held to monitor projects, assess progress, and define future strategies.
- Annual Members' Meeting: A key space for accountability, sharing progress, and gathering input from member organizations.
- Review and Update of Internal Regulations: The internal regulations were revised to align with new organizational and operational challenges. The updated version incorporates principles of equitable participation, diversity, and inclusion, and was also reviewed by the legal committee.

Conclusions

The year 2024 marked a phase of consolidation and expansion for the Global Gender Equality Committee. Through public activities and internal processes, the GEC reaffirmed its commitment to promoting women's leadership and building safer, more inclusive, and transformative cooperative environments.

The experiences of this year also underscored the importance of continuing to mainstream gender perspectives across all structures of the ICA, and of strengthening global alliances to achieve genuine and sustained gender equity.



ICA Youth Committee (ICAYC)

In 2024, the ICA Youth Committee accomplished three main activities:

Coopathon: The Coopathon, a youth training event, was held alongside the ICA Global Cooperative Conference in India. Around 40 young cooperators participated in an intensive four-day game design program. While the tangible outcomes were fully functional games, the Coopathon was designed to foster learning, sharing, collaboration and bridge building among young cooperators. Modeled after a hackathon, the event encouraged teamwork, creativity, collective decision-making, and

prototyping, culminating in the development of Minimum Viable Products (MVPs) that were presented and played with the rest of the Congress Participants.

YLEP - Youth Leadership Exchange Program: The third edition of YLEP ran from 1 to 7 December 2024 amidst the picturesque landscapes of Himachal Pradesh, India. Organised by the National Cooperative Union of India (NCUI), it brought together 13 young cooperative leaders from

around the globe, encouraging collaboration, knowledge exchange, and exploration of India's vibrant cooperative ecosystem. This week-long immersive experience provided participants with valuable insights into India's cooperative landscape through visits to cooperative institutions spanning various sectors.

New Instagram Account: The ICAYC opened a page on Instagram. Follow us here: [instagram.com/icaglobalyouth/](https://www.instagram.com/icaglobalyouth/)



ICA Cooperative Law Committee (CLC)

The Cooperative Law Committee convened its annual meeting at the ICA Global Cooperative Conference. A key outcome was the strategic decision to advance the Legal Framework Analysis project – part of the ICA-EU Financial Framework Partnership Agreement – by developing thematic legal briefs beginning in 2025.

In alignment with its mandate, the ICA Global Office, with the support of the Cooperative Law Committee, continues to provide expert responses to legal queries related to the interpretation of the

cooperative principles as articulated in the International Statement on the Cooperative Identity. These interpretations guide the translation of cooperative values into legal norms defining the rights and responsibilities of cooperatives and their members.

Throughout the year, the ICA has responded to inquiries and offered tailored legal solutions to its Member Organizations, associates, and partners across all regions. Additionally, the ICA Global Office has contributed its legal expertise to several international technical

platforms, including the International Institute for the Unification of Private Law (Unidroit), the International Trade Center, and the African Export-Import Bank (Afreximbank).

Notably, the Cooperative Law Committee participated in a workshop organised by ICA Africa, which focused on reviewing the draft model law on cooperatives. This important initiative culminated in the law's approval by the Pan-African Parliament – a significant step forward in harmonizing cooperative legislation across the continent.



Committee on Cooperative Research (CCR)

In 2024, the **ICA Committee on Cooperative Research (CCR)** experienced a dynamic year with strong regional engagement, increased academic participation, and notable growth in its youth and early-career researcher networks. A series of high-impact conferences, workshops, and collaborative research initiatives across Asia-Pacific, Africa, Europe, and Latin America underscored the global momentum in cooperative studies.

Asia-Pacific Region

The **ICA AP CCR** held three online colloquiums on themes such as managing cooperatives, legal

harmonization, and state-cooperative partnerships – each attracting around 50 participants. Two digital editions of Coop Dialogue focused on cooperatives in the gig/platform economy and in social/service sectors.

The **Asia-Pacific Conference** in Kozhikode, India, was the most successful to date, receiving over 100 paper submissions and drawing 140 participants. The YES workshop hosted there engaged around 50 young scholars and awarded the Mauritz Bonow Prizes for best papers. The CCR membership also expanded, with 30 new applications submitted following the event.

Africa Region

The **ICA CCR Africa** region worked to overcome language barriers among its four linguistic zones (Anglophone, Francophone, Lusophone, and Arab-speaking North). Key coordination efforts included joint research meetings led by **Moshi Cooperative University (Tanzania)** and **Cooperative University of Kenya**, who co-hosted a continent-wide conference in August 2024.

In November, the Cooperative University of Kenya hosted the **Digital Africa Rising** event with The **New School (New York)**. Several research projects were launched with funding from **AfDB**, **IDRC**, and **USAID**, focused on cooperative development across the continent.

Europe Region

The highlight in Europe was the **ICA CCR European Conference**, held in Dundee, Scotland, in June 2024. With 130 attendees, 87 paper presentations, keynote lectures, a business panel, and a journal editor session, the event emphasised cooperatives as drivers of equitable socio-economic development.

Cooperative Research Conference in the Latin America region



*The YES Workshop in
Dundee, July 2024*



Notable keynotes included **Virginie Pérotin** on worker cooperatives and **Donal McKillop** on credit unions.

A YES Workshop featured poster preparation sessions and interactive youth activities. Looking ahead, the **2025 European Conference** will be hosted by the **University of Eastern Finland**. Meanwhile, the board continues to explore a closer collaboration plan with Cooperatives Europe.

Latin America Region

The **Latin American Network of Researchers on Cooperativism** held its XIII Research Meeting in Uruguay in 2024, under the theme **Cooperativism and the social and solidarity economy: building transformative practices and theories for a time of change**. Researchers from across the region contributed to rich discussions on governance, employment, financing, and cooperative education. The event proceedings were published online in *Anales XIII EILAC*.

Preparations for the XIV Meeting, to be held in **Santiago, Chile, in 2026**, are already under way, coordinated by teams in **Brazil, Argentina, and Uruguay**. The region remains an interdisciplinary and collaborative hub for cooperative scholarship.

YES Network and Governance Developments

In 2024, the **YES Network** continued to support early-career scholars with workshops at both the European and Asia-Pacific CCR conferences – focusing on poster development, AI and data in cooperatives, and youth-driven ideas. Five online meetings were held to deepen member engagement.

Asia Guerreschi joined the ICA CCR Board as the youth representative, enhancing YES participation and contributing to several initiatives. The global CCR board also engaged potential hosts and finalised the **University of Eastern Finland** as the 2025 European conference venue.

ICA Development Platform (ICADP)

The ICADP brings together members active in international cooperative development – the so-called Cooperative Development Organizations (CDOs). ICADP has developed its Strategy and Multiannual Action Plan 2025-2030, aligned with the ICA Global Strategy. Following an initial brainstorming session in Delhi with 30 members from around the world, the zero draft was revised based on feedback received through written

consultations and discussions held from January to March 2025 among ICADP members and ICA Regional Offices. These efforts aimed to align strategies and leverage synergies. The final Strategy and Action Plan will be adopted in July 2025.

The data portal Mapping International Cooperative Development Programs is currently under review. It already features over 400 international cooperative development projects

run by CDOs and is accessible via an interactive map displaying each project's title, objectives, summary, partners, donors, and contributions to the SDGs.

In light of the recent and unexpected withdrawal of USAID funding in January 2025, the international cooperative community – particularly our U.S. colleagues and partners – has been significantly impacted. Many long-standing development initiatives have been closed, leaving vulnerable communities at risk. This is part of a broader shift in international cooperation: moving from grants to investment-driven approaches, with profit-making as a primary objective and an expanding role for the private sector.

In response, ICADP is actively addressing this evolving landscape. It is reaffirming the cooperative movement's commitment to solidarity and sustainable development by rethinking cooperation models, strengthening partnerships, and repositioning CDOs. The upcoming workshop in Manchester represents a crucial first step in that direction.





DotCooperation LLC (DotCoop)

DotCooperation LLC (DotCoop) plays a central role in promoting and enabling the cooperative movement through digital tools, services and identity assets. In 2025, a major focus has also been supporting the United Nations' designation of 2025 as the International Year of Cooperatives (IYC2025).

Following the global launch in New Delhi on 25 November 2024, DotCoop has been working hard in several initiatives aimed at empowering cooperatives in 2025.

Our key focus areas this year are:

- Enabling and promoting IYC2025 through our website, event support and mapping services.
- Developing and expanding the Cooperative World Map to visualise global cooperative presence. Worldmap.coop

The Home of Cooperatives



- Relaunching and operating Stories.coop for the promotion of exciting and inspiring cooperative narratives.
- Managing and promoting [.coop/](https://coop/) creditunion domains, including eligibility verification and technical operations. Identity.coop
- Building partnerships for regional engagement and capacity-building events, launching our Affiliate Program to partner with regional organizations to deliver Digital Transformation to communities.
- Offering educational webinars, toolkits, and guidelines on digital identity and cooperative storytelling.

The Cooperative World Map

A flagship initiative in this period is the Cooperative World Map, an interactive platform designed to showcase cooperatives globally. Launched at the ICA Global Cooperative Conference in Delhi in November 2024, this tool is intended to foster new partnerships, highlight underrepresented regions, and serve as a foundation for data-driven advocacy and networking throughout 2025 and beyond.



While still in its early stages, DotCoop and our Partners Digital Commons Cooperative are working this year to import more data partners, improve functionality, build a channel for independent cooperatives to join, and to keep improving the features.

In June we will be welcoming three new data partners and a range of updates. Keep an eye out for announcements soon.

Cooperative Identity

Another key project has been the relaunch of Stories.coop. Originally launched for the first International Year of Cooperatives in 2012, the updated platform will soon be released, with new functionality, a new look and fresh stories about cooperatives' achievements and innovations.



Coops worldwide are encouraged to submit narratives illustrating how they address local needs, advance social goals, or innovate in governance and technology.

In 2025, DotCooperation is also partnering with the International Centre For Cooperative Management (ICCM) to develop a Symposium on Cooperative Identity in 2026. You can read more here, and sign up to register your interest or involvement: [Symposium](#).

Identity Assets

Ongoing operation of the .coop and .creditunion TLDs remain fundamental. In 2025, DotCooperation continues verifying registrants' eligibility, ensuring that only genuine cooperatives obtain the .coop domain, thereby maintaining trust in the namespace. Promotion of these domains ties into broader awareness campaigns: newsletters, webinars, and partnerships with registrars to encourage new cooperative registrations.

Affiliate Program

Partnership building is how DotCoop fosters principle 6 and is at the heart of everything we do. During and after the launch events for IYC2025, DotCoop has engaged with cooperative federations, universities, and tech partners to

support regional campaigns. For example, organizations in Asia-Pacific, Africa, South America and North America have collaborated on localised promotional materials, workshops on digital identity, and feedback on using cooperative data. These partnerships aim to strengthen grassroots engagement, helping coops leverage the .coop infrastructure and associated tools for marketing, governance transparency, and member engagement.

Looking ahead.

For the second half of 2025, we aim to forge ever more partnerships, gather and represent more data, continue to build and expand the network of global .coop and .creditunion users, support more communities and raise the public awareness of the co-op business model.

These combined efforts underscore DotCoop's mission to support the global cooperative community's visibility, credibility, and connectivity throughout 2025 and beyond.

2024 ICA Financial Statements

2023 Financial statements

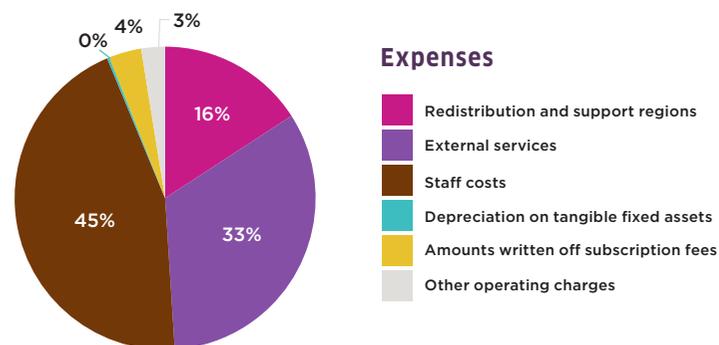
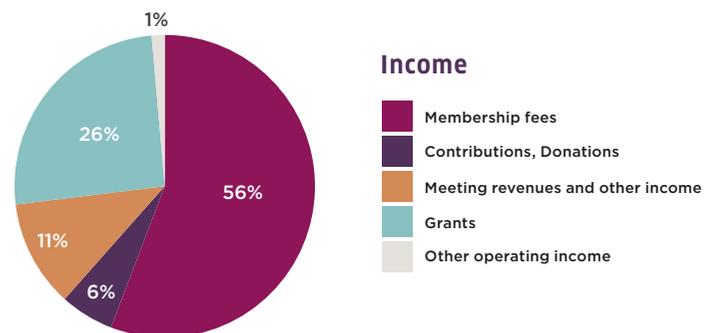
Year-end results in EUR	2023
Africa	-86,338
Americas	25,698
Asia & Pacific	121,820
Global Office	188,479
ICA Consolidated	249,658
Cooperatives Europe	-2,865
50% DotCoop LLC	-95,532

Profit & Loss Statement in EUR	2024
Membership fees	2,938,057
Contributions, Donations	304,051
Meeting revenues and other income	603,141
Grants	1,344,424
Other operating income	73,362
Total income	5,263,035

Redistribution Regions and Sectors	790,630
External services	1,649,990
Staff costs	2,229,202
Depreciation on tangible fixed assets	12,016
Amounts written off membership fees	174,485
Other operating charges	127,062
Total expenses	4,983,385

Sectoral redistribution

EUR	2024
CCW	€ 58,986
CHI	€ 52,041
CICOPA	€ 47,722
ICAO	€ 55,763
ICBA	€ 71,028
ICFO	€ 16,509
IHCO	€ 27,844
TOTAL	€ 329,893



The ICA Board of Directors

The current Board was elected during the ICA General Assembly held on 20 June 2022 in Seville, Spain, for the 2022-2026 period.

The Board met five times in 2024

Cali (Colombia), 28 February 2024

Online meeting, 31 May 2024

Online Meeting, 10 June 2024

Online Meeting, 26 September 2024

New Delhi (India), 25 November 2024

Those serving during 2024 were:

President

Ariel Enrique Guarco

Members at-large

Márcio Lopes De Freitas (Brazil)
Krasimir Ignatov (Bulgaria)
Alexandra Wilson (Canada)
Zhenhong Cai (China)
María Eugenia Pérez Zea (Colombia)
Aditya Yadav (India)
Bahman Abdollahi (Iran)
Attilio Dadda (Italy)
Toru Nakaya (Japan)
Dato' Kamarudin Ismail (Malaysia)
Simona Cavazzutti (Paraguay)
Iñigo Albizuri Landazabal (Spain)
Rose Marley (United Kingdom)
Doug O'Brien (United States)

Vice-presidents

High Chief Oriyomi Ayeola
Dr. José Alves de Souza Neto

Dr. Chandrapal Singh Yadav
Dr. Petar Stefanov

Sectoral organisation representatives

Dr. Carlos Zarco (IHCO)
Blase Lambert (CHI)
Noh Dong-Jin (ICFO)
Shaun Tarbuck (ICMIF)
Giuseppe Guerini (CICOPA)
Bhima Subrahmanyam (ICBA)
Ho-dong Kang (ICAO)
Marco Pedroni (CCW)

Youth representative

Ana Aguirre

Chair of the gender equality committee

Xiomara Nuñez de Céspedes



Members

REGION	COUNTRY	ORGANIZATION
AFRICA	BOTSWANA	Botswana Co-operative Association (BOCA) ●
	CAMEROON	Alliance Coopératives Cameroun (COOP-CAMEROON) ●
	CAMEROON	North West Cooperative Association Ltd (NWCA LTD) ●
	CAMEROON	Union des Mutuelles Financieres de Developpement (MUFID UNION) ●
	CONGO, Democratic Republic of	Coopérative Centrale d'épargne et de crédit du Kivu (COOCEC-KIVU) ●
	CONGO, Democratic Republic of	Cooperative d'épargne et de Credit de Nyawera (COOPEC NYAWERA) ●
	COTE D'IVOIRE	Fédération des sociétés coopératives d'Hévéa de Côte d'Ivoire (FENASCOOPH-CI) ●
	COTE D'IVOIRE	Fédération des Unions des Sociétés Coopératives des Producteurs de la Filière Coton de Côte d'Ivoire (FPC-CI Coop CA) ●
	COTE D'IVOIRE	Fédération Nationale des Unions Régionales des Sociétés Coopératives des Producteurs de la Filière Anacarde ●
	EGYPT (Arab Rep. of)	Central Housing Cooperative Union (CHCU) ●
	EGYPT (Arab Rep. of)	The General Authority for Construction and Housing Cooperatives (CHC) ■ ▲
	ESWATINI	Eswatini Farmers Cooperative Union (ESWAFCU) ●
	ESWATINI	National Cooperatives Federation of Eswatini (NCFE) ●
	ETHIOPIA	Amigos Savings & Credit Cooperative (Amigos SACCO) ●
	ETHIOPIA	Awach Savings and Credit Cooperative (ASCCo) ●
	ETHIOPIA	Cooperative Bank of Oromia ●
	ETHIOPIA	Oromia Coffee Farmers Co-operative Union (OCFCU) Ltd. ●
	GHANA	Cooperation Africa ■
	GHANA	Ghana Cooperative Agricultural Producers and Marketing Association (AGRIC COOP GHANA) ●
	GHANA	Ghana Co-operative Council (GCC) ●
	GUINEA	Fédération des coopératives d'approvisionnement et de l'alimentation générale (FECAAG) ●
	KENYA	CIC Insurance Group Ltd. ●
	KENYA	Co-operative Bank of Kenya Ltd (CBK) ●
	KENYA	Kenya Co-operative Coffee Exporters Ltd (KCCE) ●
	KENYA	Kenya Union of Savings and Credit Co-operatives Ltd. (KUSCCO) ●
	KENYA	The Co-operative Alliance of Kenya (CAK) ●
	KENYA	The Co-operative University of Kenya (CUK) ■
	LIBERIA	Cooperative Development Agency (CDA) ■ ▲
	MAURITIUS	Mauritius Co-operative Alliance Ltd. (MCAL) ●
	MOROCCO	Office du Développement de la Coopération (ODCo) ■ ▲

REGION	COUNTRY	ORGANIZATION	
AFRICA	MOZAMBIQUE	Associação Moçambicana de Promoção do Cooperativismo MÓdermo (AMPCM) ●	
	NAMIBIA	Namibia Co-operatives Advisory Board (NCAB) ■	
	NIGERIA	Co-operative Federation of Nigeria (CFN) ●	
	NIGERIA	Federal Department of Co-operatives, Federal Ministry of Agriculture and Rural Development (FDC) ■ ▲	
	NIGERIA	Nigerian National Petroleum Corporation Cooperative Multipurpose Society LTD (NNPC-CMS Lagos) ●	
	NIGERIA	Odua Cooperative Conglomerate Ltd (OCC) ●	
	RWANDA	National Cooperatives Confederation of Rwanda (NCCR) ●	
	SOMALIA	Somali Union Co-operative Movement (UDHIS) ●	
	SOUTH AFRICA	South African National Apex Co-operative (SANACO) ●	
	TANZANIA	Moshi Co-operative University (MoCU) ■	
	TANZANIA	Tanzania Federation of Co-operatives Ltd (TFC) ●	
	UGANDA	Uganda Co-operative Alliance Ltd. (UCA) ●	
	UGANDA	Uganda Health Partners Cooperative Limited (UPHC) ●	
	ZIMBABWE	Zimbabwe National Association of Housing Co-operatives (ZINAHCO) ●	
	AMERICA	ARGENTINA	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.) ●
		ARGENTINA	Asociación de Cooperativas Argentinas Limitada (ACA C.L.) ●
		ARGENTINA	Banco Credicoop Cooperativo Ltd. (BCCL) ●
		ARGENTINA	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR) ●
		ARGENTINA	Cooperativa de Trabajos Portuarios Limitada de San Martin (Coop Portuaria) ●
		ARGENTINA	Federación Argentina de Cooperativas de Consumo (FACC) ●
ARGENTINA		Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda. (IMFC) ●	
ARGENTINA		La Segunda Cooperativa Limitada Seguros Generales ●	
ARGENTINA		Sancor Cooperativa de Seguros Ltda ●	
BARBADOS		Barbados Co-operative Business Association (BCBAL) ●	
BOLIVIA	Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.) ●		
BOLIVIA	Cooperativa Rural De Electrificación R.L. (CRE R.L.) ●		
BRAZIL	Central Nacional das Cooperativas Ontontológicas (Uniodonto do Brasil) ●		
BRAZIL	Central Nacional Unimed - Cooperativa Central (CNU) ●		
BRAZIL	Cooperativa de Crédito de Livre Admissão de Associados Pioneira da Serra Gaúcha - Sicredi Pioneira RS ●		
BRAZIL	Organização das Cooperativas Brasileiras (OCB) ●		
BRAZIL	Unimed do Brasil, Confederação Nacional das Cooperativas Médicas (UNIMED) ●		



REGION	COUNTRY	ORGANIZATION	REGION	COUNTRY	ORGANIZATION
AMERICA	BRAZIL	Unimed Seguros Saúde S.A. ●	AMERICA	HAITI	Union Cooperative de Credit Agricole et Rural d'Haiti (UNICAGRIH) ●
	CANADA	Co-operatives and Mutuals Canada / Coopératives et mutuelles Canada (CMC) ●		HONDURAS	Cooperativa de Ahorro y Crédito CACEENP Limitada ●
	CHILE	Cooperativa abierta de vivienda Limitada (CONAVICOOP) ●		HONDURAS	Cooperativa de Ahorro y Crédito Educadores de Honduras Limitada (COACHEL Ltda.) ●
	CHILE	Cooperativa de Servicios Sermecoop Ltda. ●		HONDURAS	Cooperativa de Ahorro y Credito ELGA, Ltda. ●
	CHILE	COOPEUCH Ltda. Cooperativa de Ahorro y Crédito ●		HONDURAS	Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda. ●
	COLOMBIA	Asociación Colombiana de Cooperativas (ASCOOP) ●		HONDURAS	Federación de Cooperativas de Ahorro y Crédito de Honduras, Ltda. (FACACH) ●
	COLOMBIA	Asociación Nacional de Fondos de Empleados (ANALFE) ●		JAMAICA	Jamaica Co-operative Credit Union League (JCCUL) ●
	COLOMBIA	Caja Coperativa CREDICOOP (CREDICOOP) ●		JAMAICA	TIP Friendly Society ●
	COLOMBIA	Casa Nacional del Profesor (CANAPRO) ●		MEXICO (Rep. of)	Caja Popular Mexicana SC de AP de RL CV (CPM) ●
	COLOMBIA	Confederación de Cooperativas de Colombia (CONFECOOP) ●		MEXICO (Rep. of)	Confederación Nacional Cooperativa de Actividades Diversas de la República Mexicana (CNC) S.C. de R.L. ●
	COLOMBIA	Cooperativa del Magisterio (CODEMA) ●		MEXICO (Rep. of)	Federación de Cajas Populares Alianza SC de RL de CV ●
	COLOMBIA	Cooperativa Empresarial Multiactiva Popular (COEMPOPULAR) ●		MEXICO (Rep. of)	FENORESTE S.C.L. de C.V. ●
	COLOMBIA	Cooperativa Médica del Valle y Profesionales de Colombia (COOMEVA) ●		MEXICO (Rep. of)	Sociedad Cooperativa de Producción y Prestación de Servicios Cuauhtémoc, SCL ●
	COLOMBIA	Financiera Progressa ●		PANAMA	Cooperativa de Servicios Múltiples Profesionales, R.L. ●
	COLOMBIA	La Equidad Seguros ●		PANAMA	Instituto Panameño Autónomo Cooperativo (IPACOOP) ■
	COLOMBIA	Universidad Cooperativa de Colombia (UCC) ■		PARAGUAY	Confederación de Cooperativas Rurales del Paraguay Ltda. (CONCOPAR) ●
	COSTA RICA	Centro de Estudio y Capacitación Cooperativa R.L. (CENECOOP R.L.) ●		PARAGUAY	Confederación Paraguaya De Cooperativas CONPACOOPT Ltda. ●
	COSTA RICA	Consejo Nacional de Cooperativas (CONACOOP) ●		PARAGUAY	Cooperativa Universitaria Ltda ●
	COSTA RICA	Cooperativa de Ahorro y Crédito Ande N° 1 R.L. (Coope Ande N°1 R.L.) ●		PARAGUAY	Federación de Cooperativas de Ahorro y Crédito Ltda. (FECOAC) ●
	COSTA RICA	Cooperativa de Ahorro y Crédito de Servidores Judiciales R.L. (COOPEJUDICIAL R.L.) ●		PARAGUAY	Federación de Cooperativas de Producción (FECOPROD) ●
	COSTA RICA	COOPSERVIDORES R.L. ●		PARAGUAY	Federación de Cooperativas del Paraguay (FECOPAR LTDA.) ●
	COSTA RICA	Instituto Nacional de Fomento Cooperativo (INFOCOOP) ■		PARAGUAY	Federación de Cooperativas Multiactivas del Paraguay (FECOMULP LTDA.) ●
	COSTA RICA	Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN) ●		PERU	Cooperativa de Servicios Múltiples del Centro Ltda. (CENTROCOOP) ●
	CURACAO	Ministry of Economic Development (MEO) ■ ▲		PERU	Cooperativa de Servicios Múltiples el Tumi (Cooperativa el Tumi) ●
	DOMINICAN REPUBLIC	Cooperativa de Ahorro y Credito Herrera, Inc. (COOP-HERRERA) ●		PUERTO RICO	Banco Cooperativo de Puerto Rico (Bancoop) ●
	DOMINICAN REPUBLIC	Cooperativa de Servicios Múltiples de Profesionales de Enfermería, Inc. (COOPROENF) ●		PUERTO RICO	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía" ●
	DOMINICAN REPUBLIC	Cooperativa de Servicios Múltiples La Telefónica (COOPSEMUTEL) ●		PUERTO RICO	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA) ●
	DOMINICAN REPUBLIC	Cooperativa Nacional de Servicios Múltiples de los Maestros (COOPNAMA) ●		PUERTO RICO	Cooperativa de Ahorro y Credito Vega Alta (VEGACOOPT) ●
	DOMINICAN REPUBLIC	Cooperativa Vega Real (CVR) ●		PUERTO RICO	Cooperativa de Seguros Múltiples de Puerto Rico Inc. ●
	ECUADOR	Cooperativa de Ahorro y Crédito Rio Bamba Ltda. (COAC Rio Bamba) ●		PUERTO RICO	Liga de Cooperativas de Puerto Rico (LIGACOOPT) ●
	EL SALVADOR	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES) ●		UNITED STATES	CoBank, ACB ●
	GUATEMALA	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP) ●		UNITED STATES	Credit Union National Association (CUNA) ●
			UNITED STATES	National Co+op Grocers (NCG) ●	
			UNITED STATES	National Cooperative Bank (NCB) ●	

REGION	COUNTRY	ORGANIZATION	REGION	COUNTRY	ORGANIZATION
AMERICA	UNITED STATES	National Cooperative Business Association CLUSA International (NCBA CLUSA) ●	ASIA PACIFIC	INDIA	National Co-operative Union of India (NCUI) ●
	UNITED STATES	National Rural Electric Cooperative Association (NRECA) ●		INDIA	National Federation of Farmers Procurement, Processing & Retailing Cooperatives of India Ltd. (NACOF) ●
	UNITED STATES	National Society of Accountants for Co-operatives (NSAC) ■		INDIA	National Federation of Fishermen's Co-operatives Ltd. (FISHCOPFED) ●
	UNITED STATES	U.S. Overseas Cooperative Development Council (OCDC) ●		INDIA	National Federation of State Co-operative Banks Ltd. (NAFSCOB) ●
	URUGUAY	Cámara Uruguaya de Cooperativas de Ahorro y crédito de Capitalización (CUCACC) ●		INDIA	National Yuva Cooperative Society Ltd. (NYCS) ●
	URUGUAY	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP) ●		INDIA	The Tamil Nadu Small Tea Growers ICTFs Federation Ltd. (INDCOSERVE) ●
	URUGUAY	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR) ●		INDIA	Tirumalla Tirupati Multistate Cooperative Credit Society Limited ●
	URUGUAY	Federación de Cooperativas de Vivienda de Usuarios por Ahorro Previo (FECOVI) ●		INDIA	Uralungal Labour Contract Cooperative Society Ltd. (ULCCS LTD) ●
	URUGUAY	Instituto Nacional del Cooperativismo (INACOOP) ■		INDONESIA	National Federation of People-based Co-operative Enterprises (INKUR) ●
ASIA PACIFIC	AUSTRALIA	Business Council of Co-operatives and Mutuals (BCCM) ●		IRAN	Iran Chamber of Cooperatives (ICC) ●
	AUSTRALIA	Capricorn Society Ltd ●		IRAN	Iran Oilseeds & Vegetable Oil Processing Factories Co-operative (Farda Co-op) ●
	AUSTRALIA	Co-operative Bulk Handling Limited (CBH Group) ●		IRAN	Pishgaman Cooperative Union (PCU) ●
	BANGLADESH	Bangladesh Samabaya Bank Limited (BSBL) ●		IRAN	Rah-e-roshd cooperative educational complex (RCEC) ●
	BANGLADESH	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU) ●		IRAN	Taavon Insurance Co. ●
	BHUTAN	Department of Agricultural Marketing and Cooperatives (DAMC) ■ ▲		IRAN	Tose'e Ta'avon Bank (T.T. Bank) ■
	CAMBODIA	Cambodia Agricultural Cooperative Alliance (CAC Alliance) ●		JAPAN	Central Union of Agricultural Co-operatives (JA-ZENCHU) ●
	CHINA (P.R. of)	All China Federation Of Supply & Marketing Co-operatives (ACFSMC) ●		JAPAN	IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives) ●
	CHINA (P.R. of)	Fujian Federation of Supply and Marketing Cooperatives (FUJIAN COOP) ●	JAPAN	Japan CO-OP Insurance (Kyosai) Consumers' Co-operative Federation ●	
	CHINA (P.R. of)	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCI) ■	JAPAN	Japan Co-operative Alliance (JCA) ●	
	CHINA (P.R. of)	Jiangsu Supply & Marketing General Co-operative ●	JAPAN	Japan Co-operative Insurance Association Inc. (JCIA) ■	
	FIJI	Department of Co-operative Business (DCB) ■ ▲	JAPAN	Japan Workers' Co-operative Union (Jigyodan) (JWCU) ●	
	INDIA	Bharatiya Beej Sahakari Samiti limited (BBSSL) ●	JAPAN	Japanese Consumers' Co-operative Union (JCCU) ●	
	INDIA	Buldana Urban Co-operative Credit Society Ltd. (BUCCS) ●	JAPAN	Japanese Health and Welfare Co-operative Federation (HeW Co-op Japan) ●	
	INDIA	Centre for Cooperatives and Livelihoods - Autonomous (CCL) at Lal Bahadur Shastri National Academy of Administration (LBSNAA) ■	JAPAN	National Association of Labour Banks (NALB) ●	
	INDIA	Co-operative House Building & Finance Corporation Ltd. ●	JAPAN	National Federation of Agriculture Co-operative Associations (ZEN-NOH) ●	
	INDIA	ESAF Swasraya Multi State Agro Cooperative Society Limited (ESMACO) ■	JAPAN	National Federation of Fisheries Co-operative Associations (JF-ZENGYOREN) ●	
	INDIA	Indian Farm Forestry Development Co-operative Ltd. (IFFDC) ●	JAPAN	National Federation of Forest Owners Co-operative Associations (ZENMORI-REN) ●	
	INDIA	Indian Farmers Fertiliser Co-operative (IFFCO) ●	JAPAN	National Federation of University Co-operative Associations (NFUCA) ●	
	INDIA	Krishak Bharati Co-operative Ltd. (KRIBHCO) ●	JAPAN	National Federation of Workers and Consumers Kyosai Cooperatives (Kokumin Kyosai co-op) ●	
	INDIA	National Agricultural Co-operative Marketing Federation of India (NAFED) ●	JAPAN	National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN) ●	
	INDIA	National Co-operative Agriculture & Rural Development Banks' Federation Ltd (NCARDB Federation) ●	JAPAN	The Japan Agricultural News (NIHON-NOGYO-SHIMBUN) ●	
	INDIA	National Co-operative Development Corporation (NCDC) ■	JAPAN	The Norinchukin Bank ●	

KEY: Member: ● Associate: ■ Government: ▲ Supranational: ◆



REGION	COUNTRY	ORGANIZATION	REGION	COUNTRY	ORGANIZATION	
ASIA PACIFIC	JORDAN	Cooperative Association for Development & Finance (CADF) ■	ASIA PACIFIC	PHILIPPINES	Federation of Peoples' Sustainable Development Cooperative (FPSDC) ●	
	JORDAN	Educational Cooperative Union of Limited Liability ●		PHILIPPINES	MASS-SPECC Cooperative Development Center ●	
	JORDAN	Jordan Co-operative Corporation (JOR) ●		PHILIPPINES	MSU - IIT National Multi-Purpose Cooperative (MSU-IIT NMPC) ●	
	KIRIBATI	Ministry of Commerce, Industry and Cooperatives (MCIC) ■ ▲		PHILIPPINES	National Confederation of Co-operatives (NATCCO) ●	
	KOREA (Rep. of)	iCOOP Korea ●		PHILIPPINES	Network Consolidated Cooperative Bank (NCCB) ●	
	KOREA (Rep. of)	Korea Cooperative Solidarity (KCS) ●		PHILIPPINES	One Cooperative Bank (One CB) ●	
	KOREA (Rep. of)	Korean Federation of Community Credit Co-operatives (KFCC) ●		PHILIPPINES	Providers Multipurpose Cooperative ●	
	KOREA (Rep. of)	Korean National Federation of Fisheries Co-operatives (NFFC) ●		PHILIPPINES	Union of Legitimate Service Contracting Cooperatives (ULSCC) ●	
	KOREA (Rep. of)	National Agricultural Co-operative Federation (NACF) ●		PHILIPPINES	VICTO National Co-operative Federation and Development Center (VICTO National) ●	
	KOREA (Rep. of)	National Credit Union Federation of Korea (NACUFOK) ●		SAUDI ARABIA	Ministry of Human Resources and Social Development ■ ▲	
	KOREA (Rep. of)	National Forestry Co-operatives Federation (NFCF) ●		SINGAPORE	Singapore National Co-operative Federation Ltd. (SNCF) ●	
	KYRGYZSTAN	Co-operatives Union of Kyrgyzstan (CUK) ●		SRI LANKA	Department of Co-operative Development (DCD) ■ ▲	
	MALAYSIA	Cooperative Institute of Malaysia (CIM) ■		SRI LANKA	Matara District Cooperative Hospital Society Ltd. ●	
	MALAYSIA	Malaysian National Co-operative Movement (ANGKASA) ●		SRI LANKA	National Co-operative Council of Sri Lanka (NCCSL) ●	
	MALAYSIA	National Land Finance Co-operative Society Ltd. (NLFCS) ●		SRI LANKA	National Institute of Co-operative Development (NICD) ■	
	MONGOLIA	Mongolian Co-operative Alliance (MNCA) ●		SRI LANKA	SANASA Federation Ltd in Sri Lanka ●	
	MONGOLIA	National Association of Mongolian Agricultural Co-operatives (NAMAC) ●		THAILAND	The Co-operative League of Thailand (CLT) ●	
	MYANMAR	Central Co-operative Society Ltd. (CCS) ●		UNITED ARAB EMIRATES	Emirates Community Empowerment (ECE) ■	
	NEPAL	National Co-operative Bank Ltd. (NCBL) ●		VANUATU	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS) ■ ▲	
	NEPAL	National Co-operative Development Board (NCDB) ■		VIETNAM	SAIGON CO.OP ●	
	NEPAL	National Co-operative Federation of Nepal (NCF) ●		VIETNAM	Vietnam Cooperatives Alliance (VCA) ●	
	NEPAL	Nepal Agricultural Co-operative Central Federation Limited (NACCF) ●		EUROPE	ARMENIA	"Farm Credit Armenia" Universal Credit Organization Commercial Cooperative (FCA UCO CC) ●
	NEPAL	Nepal Federation of Savings and Credit Co-operatives Union (NEFSCUN) ●		AUSTRIA	Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv) ●	
	NEPAL	Nepal Multipurpose Central Co-operative Union Ltd (NEMCCU) ●		BELARUS (Rep. of)	Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ) ●	
	PAKISTAN	Karachi Co-operative Housing Societies Union Ltd. (KCHSU) ●		BELGIUM	Febecoop ●	
	PALESTINE	Cooperative Work Agency (CWA) ■ ▲		BULGARIA	Central Co-operative Bank Plc (CCB) ●	
	PALESTINE	Economic and Social Development Center of Palestine (ESDC) ●		BULGARIA	Central Co-operative Union (CCU) ●	
	PALESTINE	General Cooperative Union (GUCCOOP.PAL) ●		BULGARIA	National Union of Workers Producers Co-operatives of Bulgaria (NUWPBC) ●	
	PALESTINE	Palestinian Agriculture Cooperative Union (PACU) ●		CYPRUS	Cyprus Turkish Co-operative Central Bank Ltd (KoopBank) ●	
	PALESTINE	Union of Housing Cooperatives in Palestine (PUHC) ●		CZECH REPUBLIC	Co-operative Association of the Czech Republic (CACR) ●	
PAPUA NEW GUINEA	Office of Co-operative Societies of Papua New Guinea (OCS PNG) ■ ▲	DENMARK	Kooperationen ●			
PHILIPPINES	1 Cooperative Insurance System of the Philippines Life and General Insurance (1CISP) ●	FINLAND	Pellervo Coop Center ●			
PHILIPPINES	ACDI Multipurpose Cooperative ●	FRANCE	Confédération Nationale du Crédit Mutuel ●			
PHILIPPINES	Aurora Integrated Multipurpose Cooperative (AIMCOOP) ●	FRANCE	Coop FR ●			
PHILIPPINES	Climbs Life and General Insurance Cooperatives (CLIMBS) ●	GERMANY	Dgrv - Deutscher Genossenschafts- Und Raiffeisenverband E. V. ●			
PHILIPPINES	Co-operative Development Authority (CDA) ■ ▲					

REGION	COUNTRY	ORGANIZATION	REGION	COUNTRY	ORGANIZATION	
EUROPE	GERMANY	GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V. ●	EUROPE	SPAIN	Confederación Española de Cooperativas de Trabajo Asociado (COCETA) ●	
	GERMANY	Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK) ■		SPAIN	Fundación Espriu ●	
	GREECE	Federation of Cooperatives of Pharmacists of Greece (OSFE) ●		SPAIN	KONFEKOOP - Confederación de Cooperativas de Euskadi ●	
	GREECE	Social Solidarity and Regional Development Network (KAPA Network) ■		SWEDEN	Coompanion - Kooperativ Utveckling Sverige ●	
	IRELAND	Co-operative Housing Ireland ●		SWEDEN	HSB-Riksförbundet (Union of Housing Co-operatives) ●	
	ISRAEL	The Kibbutz Movement ●		SWEDEN	Kooperativa Förbundet (KF) (The Swedish Co-operative Union) ●	
	ITALY	Alleanza delle Cooperative Italiane ●		SWEDEN	Riksbyggen (Co-operative Housing Union) ●	
	ITALY	European Research Institute on Cooperative and Social Enterprises (EURICSE) ■		SWITZERLAND	Allgemeine Baugenossenschaft Zürich (ABZ) ●	
	LITHUANIA	Lithuanian Union of Co-operative Societies (LITCOOPUNION) ●		TÜRKIYE	Central Union Of The Agricultural Credit Cooperatives Of Turkiye (ACC) ●	
	MALTA	Koperattivi Malta ●		TÜRKIYE	The Central Union of Turkish Forestry Co-operatives (ORKOOP) ●	
	MALTA	Malta Co-operative Federation (MCF) ●		UKRAINE	Ukrainian Central Union of Consumer Societies (UKOOPSPILKA) ●	
	MOLDOVA (Rep. of)	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP) ●		UNITED KINGDOM	Co-operatives UK ●	
	NETHERLANDS	Nationale Coöperatieve Raad (NCR) - Dutch Council for Cooperatives ●		UNITED KINGDOM	The Midcounties Co-operative Limited ●	
	NETHERLANDS	Rabobank ●		UNITED KINGDOM	VME COOP ●	
	NORWAY	Coop Norge SA ●		INTERNATIONAL	SAINT KITTS AND NEVIS - INT	Caribbean Confederation of Credit Unions (CCCU) ● ◆
	NORWAY	Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke) ●		THAILAND-INT	Association of Asian Confederations of Credit Unions (ACCU) ● ◆	
	NORWAY	The Co-operative Housing Federation of Norway (NBBL) ●				
	NORWAY	The Royal Norwegian Society for Rural Development (Norges Vel) ■				
	POLAND	National Association of Co-operative Savings and Credit Unions (NACSCU) ●				
	POLAND	National Auditing Union of Cooperatives (NAUWC) ●				
	POLAND	National Co-operative Council - NCC ●				
	POLAND	National Supervision Union of Społem Consumer Co-operatives ●				
	PORTUGAL	Confecoop - Confederação Cooperativa Portuguesa, CCRL ●				
	PORTUGAL	Cooperativa António Sérgio para a Economia Social - Cooperativa de Interesse Público de Responsabilidade Limitada (CASES) ●				
	ROMANIA	National Union of Consumer Co-operatives (CENTROCOOP) ●				
	ROMANIA	National Union of Handicraft and Production Co-operatives of Romania (UCECOM) ●				
	RUSSIA	Central Union of Consumer Societies of the Russian Federation ●				
	RUSSIA	Moscow Regional Union of Consumer Societies ●				
	SERBIA	General cooperative alliance for agriculture and rural development - Belgrade ●				
	SPAIN	Confederació de Cooperatives de Catalunya (CoopCat) ●				
SPAIN	Confederación Empresarial Española de la Economía Social (CEPES) ●					

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