



International
Cooperative
Alliance

Principal Documents – Part I

General Assembly

29 November 2024
New Delhi, India

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General Information

The International Cooperative Alliance (ICA) will hold a General Assembly on 29 November 2024 in New Delhi, India. The ICA General Assembly will take place at the Bharat Mandapam Convention Center in Auditorium 1 (address: Appu Ghar, Pragati Maidan, New

Delhi, Delhi 110001, India). The General Assembly is expected to begin at 9:30 and end at 12:45.

The General Assembly will be followed by lunch then an informal member consultation. Please view the agenda for more details.

For more information, visit <https://ica.coop/en/events/ica-general-assembly-2024-new-delhi>

Registration

The ICA General Assembly is only open to the following:

- Voters from eligible Full Members.
- Representatives from eligible Full Members who wish to participate but are not the appointed Voter.
- Directors from the ICA Board who wish to participate but are not the appointed Voter.
- Delegation interpreters who do not speak English, French or Spanish.
- Observers from ICA Member organisations and Associate Members who will sit in a designated area.
- Other observers who are registered for the ICA Global Cooperative Conference may attend pending space availability in the designated observer area.

Each member and Director have been sent information on how to register. Please carefully review the information and register **no later than 25 November** with the required details and forms. Members who have not received this email from the Gretchen Hacquard, Director of Membership, can write to her directly at hacquard@ica.coop for a copy. **Registration forms for voters and proxies submitted after 25 November will not be valid.**

Interpretation

Simultaneous interpretation during the General Assembly will be provided in English, French and Spanish. Delegation interpreters for other languages will need to register with their delegation by filling in the appropriate section on the registration form. The number of personal interpreters is limited to two per delegation.

Proxies

As provided for in the Articles of Association and the Internal Rules of the General Assembly, each Full Member has the right to give a proxy to another Full Member in a different country. Full Members with the right to vote can give a proxy to a Full Member organisation, providing that the proxy holder holds no more than 2 proxies. Members can request a proxy form from Gretchen Hacquard, Director of Membership at hacquard@ica.coop.

Note that you no longer give proxies to individuals, but to organisations. The proxy appointment forms must be received no later than 25 November.

Reference Documents

The following publications contain information relevant to this ICA General Assembly:

- [ICA Articles of Association & Internal Rules of the General Assembly](#)

- [Procedures for this General Assembly](#)

Deadlines & Overall Timeline

Below is a list of the important deadlines and activities for this General Assembly.

Date	Time (CET)	Deadline or Activity
25 November	Midnight	Deadline to submit: <ul style="list-style-type: none"> • Amendments to motions • Registration of observers, Associates, and other attendees • Form to Appoint Representative(s), Voter, and Proxy
27 November	Afternoon networking break	Pick up your voting materials and IYC flag at the check-in counter during the afternoon break and before the closing and cultural programme.
28 November	11:00 to 13:00	Pick up your voting materials and IYC flag at the check-in counter
29 November	09:00	Pick up your voting materials and IYC flag outside of the meeting room. Enter Auditorium 1
	09:30	General Assembly begins
	12:45	Closing of the General Assembly (estimated)
	12:50	New member appreciation
	13:00-15:00	Lunch
	15:00-16:00	Informal consultation on amendments to the membership fees and voting rights

Onsite Logistics & Voting

Collecting Voting Materials

Voting materials will be distributed at the dates and times listed in the overall timeline above.

All ICA members will be given an IYC flag. You can pick up the IYC flag where and when voting materials are distributed.

When collecting the voting materials, the voting delegate shall:

- Present a legal form of identification.

- Check that the number of voting materials that they have been given is correct. Once the delegate has signed his or her name and left the table where the voting materials are distributed, no more changes are possible.
- Sign for the voting materials.

Members will not be able to pick up their materials after voting has begun.

Seating

The meeting room will have designated seating for representatives and their interpreters. Please show your voting materials in order to enter the designated seating area.

All observers from member organisations who wish to attend the ICA General Assembly will sit in the designated area.

Voting

All motions and resolutions will be approved by a show of voting cards, unless a member requests otherwise. Should there be a request for secret ballot, members will receive blank ballot papers when they pick up their voting materials.

The ICA Articles, ByLaws & Standing Orders will be followed fully.

Amendments to Motions

Amendments to a motion must be submitted in writing to the Director-General 7 (seven) days before the discussion upon the motion begins, and are considered in the order in which they occur. At the close of the discussion, each amendment is put to the vote before the original motion.

Order of Debate

Members and their representatives desiring to speak on any subject during the General Assembly must indicate their wishes to the President, who calls upon them in the order in which their requests are received. All speeches must be addressed to the President and directed to the subject under discussion, or to a question of procedure. As a general rule, speakers are asked by the President to adhere to specific time limitations.

List of Member Votes

The table below shows the number of calculated votes for each ICA member according to the table in the Articles of Association, pending their eligibility to vote.

The number of calculated votes is the maximum number of Representatives each Member can appoint, if eligible. Each Full Member can appoint no more than one Voter to cast all their votes.

If there is more than one Member eligible to vote in a country, all the eligible Members must form a Constituency and then it is the Constituency that nominates the Voter(s) who will cast their votes and how many votes each Voter is eligible to cast for the Constituency. If the country maximum of 25 votes has been reached, this is indicated in the country maximum column.

Country	Organisation	Calculated votes	Country maximum
AFRICA			
Botswana	Botswana Co-operative Association (BOCA)	3	3
Cameroon	Alliance Coopératives Cameroun (COOP-CAMEROON)	2	8
	North West Cooperative Association Ltd (NWCA LTD)	2	
	Union des Mutuelles Financieres de Developpement (MUFID UNION)	4	
Congo, The Democratic Republic of the	Coopérative Centrale d'épargne et de crédit du Kivu (COOCEC-KIVU)	2	4
	Cooperative d'épargne et de Credit de Nyawera (COOPEC NYAWERA)	2	
Cote d'Ivoire	Fédération des sociétés coopératives d'Hévéa de Côte d'Ivoire (FENASCOOPH-CI)	2	15
	Fédération des Unions des Sociétés Coopératives des Producteurs de la Filière Coton de Côte d'Ivoire (FPC-CI Coop CA)	9	
	Fédération Nationale des Unions Régionales des Sociétés Coopératives des Producteurs de la Filière Anacarde	4	
EGYPT (Arab Rep. of)	Central Housing Cooperative Union (CHCU)	9	9
Eswatini	Eswatini Multipurpose Cooperative Union (ESWAMCU)	1	4
	National Cooperatives Federation of Eswatini (NCFE)	3	
Ethiopia	Awach Savings and Credit Cooperative (ASCCo)	2	14
	Cooperative Bank of Oromia	8	
	Oromia Coffee Farmers Co-operative Union (OCFCU) Ltd.	4	
Ghana	Ghana Co-operative Agricultural Producers and Marketing Association (AGRICOOPS GHANA)	6	10
	Ghana Co-operative Council (GCC)	4	
Guinea	Fédération des Coopératives d'Approvisionnement et d'Alimentation Générale (FECAAG)	2	2
Kenya	CIC Insurance Group Ltd.	6	25
	Co-operative Bank of Kenya Ltd (CBK)	10	
	Kenya Co-operative Coffee Exporters Ltd (KCCE)	7	
	Kenya Union Of Savings & Credit Co-operatives Ltd. (KUSCCO)	9	

Country	Organisation	Calculated votes	Country maximum
	The Co-operative Alliance of Kenya (CAK)	5	
Mauritius	Mauritius Co-operative Alliance Ltd. (MCAL)	3	3
Mozambique	Associação Moçambicana para Promoção do Cooperativismo Moderno (AMPCM)	7	7
Nigeria	Co-operative Federation Of Nigeria (CFN)	10	21
	Nigerian National Petroleum Corporation Cooperative Multipurpose Society LTD (NNPC-CMS Lagos)	2	
	Odua Cooperative Conglomerate Ltd (OCCL)	9	
Rwanda	National Cooperatives Confederation of Rwanda (NCCR)	10	10
Somalia	Somali Union Co-operative Movement (UDHIS)	2	2
South Africa	South African National Apex Co-op (SANACO)	3	3
Tanzania, United Republic of	Tanzania Federation of Co-operatives Ltd. (TFC)	5	5
Uganda	Uganda Co-operative Alliance Ltd. (UCA)	10	10
Zimbabwe	Zimbabwe National Association Of Housing Co-operatives (ZINAHCO)	2	2
AMERICAS			
Argentina	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.)	2	25
	Asociación de Cooperativas Argentinas Limitada (ACA C.L.)	2	
	Banco Credicoop Cooperativo Ltd. (BCCL)	6	
	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)	9	
	Cooperativa de Trabajos Portuarios Limitada de San Martin (Coop Portuaria)	1	
	Federación Argentina de Cooperativas de Consumo (FACC)	5	
	Instituto Movilizador De Fondos Cooperativos, Cooperativa Ltda. (IMFC)	4	
	La Segunda Cooperativa Limitada Seguros Generales	7	
	Sancor Cooperativa de Seguros Ltda	8	
Barbados	Barbados Co-operative Business Association (BCBAL)	1	
Bolivia	Cooperativa de Telecomunicaciones Santa Cruz R.L. (COTAS R.L.)	4	8

Country	Organisation	Calculated votes	Country maximum
Brazil	Cooperativa Rural De Electrificación R.L. (CRE R.L.)	4	25
	Central Nacional das Cooperativas Odontológicas (Uniodonto do Brasil)	2	
	Central Nacional Unimed - Cooperativa Central (CNU)	4	
	Cooperativa de Crédito, Poupança e Investimento Sicredi Pioneira RS - Sicredi Pioneira RS	4	
	Organização das Cooperativas Brasileiras (OCB)	11	
	Unimed Do Brasil, Confederação Nacional Das Cooperativas Médicas (UNIMED)	4	
	Unimed Seguros Saúde S.A.	11	
Canada	Co-operatives and Mutuals Canada / Coopératives et mutuelles Canada (CMC)	12	12
Chile	Cooperativa abierta de vivienda Limitada (CONAVICOOP)	2	11
	Cooperativa de Ahorro y Crédito (COOPEUCH)	5	
	Cooperativa de Servicios Sermecoop Ltda.	4	
Colombia	Asociación Colombiana de Cooperativas (ASCOOP)	9	25
	Asociación Nacional de Fondos de Empleados (ANALFE)	5	
	Caja Cooperativa CREDICOOP (CREDICOOP)	2	
	Casa Nacional del Profesor (CANAPRO)	2	
	Confederación de Cooperativas de Colombia (CONFECOOP)	8	
	Cooperativa del Magisterio (CODEMA)	2	
	Cooperativa Empresarial Multiactiva Popular (COEMPOPULAR)	2	
	Cooperativa Médica Del Valle Y De Profesionales De Colombia (COOMEVA)	4	
	Equidad Seguros Generales	7	
	Financiera Progressa	2	
Costa Rica	Centro de Estudios y Capacitación Cooperativa R.L. (CENECOOP)	5	23
	Consejo Nacional de Cooperativas (CONACOOOP)	5	
	Cooperativa de Ahorro y Crédito Ande N° 1 R.L. (Coope Ande N°1 R.L.)	3	

Country	Organisation	Calculated votes	Country maximum
	Cooperativa de Ahorro y Crédito de Servidores Judiciales R.L. (COOPEJUDICIAL R.L.)	2	
	Coopeservidores	4	
	Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN)	4	
Dominican Republic	Cooperativa de Ahorro y Credito Herrera, Inc. (COOP-HERRERA)	2	13
	Cooperativa de Servicios Múltiples de Profesionales de Enfermería Inc. (COOPROENF)	2	
	Cooperativa de Servicios Múltiples La Telefónica (COOPSEMUTEL)	2	
	Cooperativa Nacional de Servicios Múltiples de Los Maestros Inc. (COOPNAMA)	4	
	Cooperativa Vega Real	3	
Ecuador	Cooperativa de Ahorro y Crédito Riobamba Ltda. (COAC RIOBAMBA)	3	
El Salvador	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES)	4	
Guatemala	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP)	5	
Haiti	Union Cooperative de Credit Agricole et Rural d'Haiti (UNICAGRIH)	1	
Honduras	Cooperativa de Ahorro y Crédito CACEENP Limitada	2	15
	Cooperativa de Ahorro y Crédito Educadores de Honduras Limitada (COACEHL Ltda.)	2	
	Cooperativa de Ahorro y Credito ELGA, Ltda.	2	
	Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda.	4	
	Federación de Cooperativas de Ahorro y Crédito de Honduras, Ltda. (FACACH)	5	
Jamaica	Jamaica Co-operative Credit Union League (JCCUL)	5	7
	TIP Friendly Society	2	
Mexico	Caja Popular Mexicana SC de AP de RL de CV (CPM)	8	21
	Confederación Nacional Cooperativa de Actividades Diversas de la República Mexicana (CNC) S.C. de R.L.	4	
	Federación de Cajas Populares ALIANZA SC de RL de CV	4	

Country	Organisation	Calculated votes	Country maximum
	FENORESTE S.C.L. de C.V.	4	
	Sociedad Cooperativa de Producción y Prestación de Servicios Cuauhtémoc, SCL	1	
Panama	Cooperativa de Servicios Múltiples Profesionales, R.L.	2	
Paraguay	Confederación de Cooperativas Rurales del Paraguay Ltda. (CONCOPAR)	4	25
	Confederación Paraguaya De Cooperativas CONPACCOOP Ltda.	3	
	Cooperativa Universitaria Ltda.	4	
	Federación de Cooperativas de Ahorro y Crédito Ltda. (FECOAC)	5	
	Federación de Cooperativas de Producción (FECOPROD)	2	
	Federación de Cooperativas del Paraguay (FECOPAR LTDA.)	4	
	Federación de Cooperativas Multiactivas del Paraguay (FECOMULP LTDA.)	5	
Peru	Cooperativa de Ahorro y Credito del Centro (COOPAC CENTROCOOP)	2	5
	Cooperativa de Servicios Múltiples el Tumi (Cooperativa el Tumi)	3	
Puerto Rico	Banco Cooperativo de Puerto Rico (Bancoop)	2	15
	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía"	2	
	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)	3	
	Cooperativa de Ahorro y Crédito Vega Alta (VEGACOOOP)	2	
	Cooperativa de Seguros Múltiples de Puerto Rico	4	
	Liga de Cooperativas de Puerto Rico (LIGACOOOP)	2	
United States	CoBank, ACB	3	25
	Credit Union National Association, Inc. (CUNA)	12	
	National Co+op Grocers (NCG)	6	
	National Cooperative Bank (NCB)	4	
	National Cooperative Business Association CLUSA International (NCBA CLUSA)	11	


Country	Organisation	Calculated votes	Country maximum
	National Rural Electric Co-operative Association (NRECA)	11	
	U.S. Overseas Cooperative Development Council (OCDC)	1	
Uruguay	Cámara Uruguaya de Cooperativas de Ahorro y Crédito and Capitalización (CUCACC)	5	14
	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)	4	
	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR)	3	
	Federación de Cooperativas de Vivienda de Usuarios por Ahorro Previo (FECOVI)	2	
ASIA-PACIFIC			
Australia	Business Council of Co-operatives and Mutuals (BCCM)	11	15
	Capricorn Society Ltd.	2	
	Co-operative Bulk Handling Limited (CBH Group)	2	
Bangladesh	Bangladesh Samabaya Bank Limited (BSBL)	2	14
	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)	12	
Cambodia	Cambodia Agricultural Cooperative Alliance (CAC Alliance)	4	4
China	All China Federation of Supply and Marketing Co-operatives (ACFSMC)	11	21
	Fujian Federation of Supply and Marketing Cooperatives (FUJIAN COOP)	5	
	Jiangsu Supply & Marketing General Cooperative	5	
India	Buldana Urban Co-operative Credit Society Ltd. (BUCCS)	4	25
	Co-operative House Building & Finance Corporation Ltd.	3	
	Indian Farm Forestry Development Co-operative Ltd. (IFFDC)	2	
	Indian Farmers Fertiliser Co-operative Ltd. (IFFCO)	12	
	Krishak Bharati Co-operative Ltd. (KRIBHCO)	9	
	National Agricultural Co-operative Marketing Federation of India (NAFED)	10	

Country	Organisation	Calculated votes	Country maximum
	National Co-operative Agriculture & Rural Development Banks' Federation Ltd. (NAFCARD)	5	
	National Co-operative Union of India (NCUI)	11	
	National Federation of Farmers Procurement, Processing & Retailing Cooperatives of India Ltd. (NACOF)	3	
	National Federation of Fishers Cooperatives Ltd. (FISHCOPFED)	3	
	National Federation of State Co-operative Banks Ltd. (NAFSCOB)	9	
	National Yuva Cooperative Society Ltd. (NYCS)	2	
	The Tamil Nadu Small Tea Growers ICTFs Federation Ltd. (INDCOSERVE)	2	
	Tirumalla Tirupati Multistate Cooperative Credit Society Limited	4	
	Uralungal Labour Contract Cooperative Society Ltd. (ULCCS Ltd)	2	
Indonesia	National Federation of People-based Co-operative Enterprises (INKUR Federation)	2	
Iran, Islamic Republic of	Iran Chamber of Cooperatives (ICC)	11	16
	Iran Oilseeds & Vegetable Oil Processing Factories Co-operative (Farda Co-op)	1	
	Pishgaman Cooperative Union (PCU)	2	
	Rah-e-roshd Cooperative Educational Complex (RCEC)	1	
	Taavon Insurance Company (TIC)	1	
Japan	Central Union of Agricultural Co-operatives (JA-ZENCHU)	9	25
	IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives)	9	
	Japan CO-OP Insurance (Kyosai) Consumers' Co-operative Federation	10	
	Japan Co-operative Alliance (JCA)	1	
	Japan Workers' Co-operative Union (Jigyodan) (JWCU)	2	
	Japanese Consumers' Co-operative Union (JCCU)	11	
	Japanese Health and Welfare Co-operative Federation (HeW CO-OP Japan)	8	
	National Association of Labour Banks (NALB)	11	

Country	Organisation	Calculated votes	Country maximum
	National Federation of Agricultural Co-operative Associations (ZEN-NOH)	9	
	National Federation of Fisheries Co-operative Associations (JF ZENGYOREN)	4	
	National Federation of Forest Owners' Co-operative Associations (ZENMORI-REN)	6	
	National Federation of University Co-operative Associations (NFUCA)	7	
	National Federation of Workers and Consumers Kyosai Cooperatives (Kokumin Kyosai co-op)	11	
	National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)	11	
	The Japan Agricultural News (NIHON-NOGYO-SHIMBUN)	1	
	The Norinchukin Bank	10	
Jordan	Educational Cooperative Union of Limited Liability	1	
Jordan	Jordan Co-operative Corporation (JOR)	2	
Korea, Republic of	iCOOP	4	25
	Korea Cooperative Solidarity (KCS)	6	
	Korean Federation of Community Credit Cooperatives (KFCC)	10	
	Korean National Federation of Fisheries Co-operatives (KNFC)	4	
	National Agricultural Co-operative Federation (NACF)	8	
	National Credit Union Federation of Korea (NACUFOK)	6	
	National Forestry Co-operatives Federation (NFCCF)	4	
Kyrgyzstan	Co-operatives Union of Kyrgyzstan (CUK)	1	
Malaysia	Malaysian National Cooperative Movement (ANGKASA)	10	13
	National Land Finance Co-operative Society Ltd. (NLFCS)	3	
Mongolia	Mongolian National Co-operative Alliance (MNCA)	3	5
	National Association of Mongolian Agricultural Co-operatives (NAMAC)	2	
Nepal	National Co-operative Bank Ltd. (NCBL)	8	25
	National Co-operative Federation of Nepal (NCF)	8	

Country	Organisation	Calculated votes	Country maximum
	Nepal Agricultural Co-operative Central Federation Limited (NACCFL)	4	
	Nepal Federation of Savings and Credit Co-operatives Union (NEFSCUN)	8	
	Nepal Multipurpose Central Co-operative Union Ltd (NEMCCU)	3	
Pakistan	Karachi Co-operative Housing Societies Union Ltd. (KCHSU)	4	
Palestine, State of	Economic and Social Development Center of Palestine (ESDC)	1	4
	Palestinian Agriculture Cooperative Union (PACU)	2	
	Union of Housing Cooperatives in Palestine (PUHC)	1	
Philippines	1 Cooperative Insurance System of the Philippines Life and General Insurance (1CISP)	5	25
	ACDI Multipurpose Cooperative	4	
	Aurora Integrated Multipurpose Cooperative (AIMCooP)	6	
	Climbs Life and General Insurance Cooperatives (CLIMBS)	9	
	Federation of Peoples' Sustainable Development Cooperative (FPSDC)	6	
	MASS-SPECC Cooperative Development Center	5	
	MSU – IIT National Multi-Purpose Cooperative (MSU-IIT NMPC)	2	
	National Confederation Of Co-operatives (NATCCO)	8	
	Network Consolidated Cooperative Bank (NCCB)	5	
	One Cooperative Bank (One CB)	2	
	Providers Multipurpose Cooperative	2	
	Union of Legitimate Service Contracting Cooperatives (ULSCC)	4	
	Victo National Co-operative Federation And Development Center (VICTO National)	6	
Singapore	Singapore National Co-operative Federation Ltd. (SNCF)	6	
Sri Lanka	Matara District Cooperative Hospital Society Ltd.	2	19
	National Cooperative Council of Sri Lanka (NCCSL)	10	
	SANASA Federation Ltd in Sri Lanka	7	

Country	Organisation	Calculated votes	Country maximum
Thailand	The Co-operative League of Thailand (CLT)	11	
Viet Nam	Vietnam Co-operative Alliance (VCA)	10	
EUROPE			
Armenia	☒Farm Credit Armenia☒ Universal Credit Organization Commercial Cooperative (FCA UCO CC)	2	
Austria	Oesterreichischer Verband Gemeinnütziger Bauvereinigungen - Revisionsverband (GBV)	5	
Belarus	Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)	10	
Belgium	Febecoop	5	
Bulgaria	Central Cooperative Bank Plc (CCB)	2	8
	Central Co-operative Union (CCU)	4	
	National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB)	2	
Cyprus	Cyprus Turkish Co-operative Central Bank Ltd. (KoopBank)	3	
Czech Republic	Co-operative Association of the Czech Republic (CACR)	5	
Denmark	Kooperationen	2	
Finland	Pellervo Coop Center	9	
France	Confédération Nationale du Crédit Mutuel	10	21
	Coop FR	11	
Germany	DGRV - Deutscher Genossenschafts- und Raiffeisenverband e. V.	11	19
	Gdw Bundesverband Deutscher Wohnungs- Und Immobilienunternehmen E.v.	8	
Greece	Federation of Co-operative Pharmacists of Greece (OSFE)	2	
Ireland	Co-operative Housing Ireland (CHI)	2	
Israel	The Kibbutz Movement	3	
Italy	Alleanza delle Cooperative Italiane	11	
Lithuania	Lithuanian Union of Co-operative Societies (LITCOOPUNION)	1	
Malta	Koperattivi Malta	2	3
	Malta Co-operative Federation (MCF)	1	

Country	Organisation	Calculated votes	Country maximum
Moldova	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP)	4	
Myanmar	Central Cooperative Society Ltd. (CCS)	9	
Netherlands	Nationale Coöperatieve Raad (NCR)  Dutch Council for Cooperatives	6	13
	Rabobank	7	
Norway	Coop Norge SA	7	15
	Norwegian Agricultural Co-operatives	2	
	The Co-operative Housing Federation of Norway (NBBL)	6	
Poland	National Association Of Co-operative Savings And Credit Unions (NACSCU)	6	20
	National Auditing Union of Cooperatives (NAUC)	2	
	National Cooperative Council - NCC	10	
	National Supervision Union Of Społem Consumer Co-operatives	2	
Portugal	Confecoop - Confederação Cooperativa Portuguesa, CCRL	5	6
	Cooperativa António Sérgio para a Economia Social - Cooperativa de Interesse Público de Responsabilidade Limitada (CASES)	1	
Romania	National Union of Consumer Co-operatives (CENTROCOOP)	2	4
	Romanian National Union of Handicraft and Production Cooperatives Association - UCECOM	2	
Russian Federation	Central Union of Consumer Societies of the Russian Federation (Centrosoyuz of the Russian Federation)	6	8
	Moscow Regional Union of Consumer Societies	2	
Serbia	General cooperative alliance for agriculture and rural development - Belgrade	1	
Spain	Confederació de Cooperatives de Catalunya (CoopCat)	6	20
	Confederación Empresarial Española de la Economía Social (CEPES)	4	
	Confederación Española de Cooperativas de Trabajo Asociado (COCETA)	4	
	Fundación Espriu	4	

Country	Organisation	Calculated votes	Country maximum
	KONFEKOOP - Confederación de Cooperativas de Euskadi	2	
Sweden	Coompanion - Kooperativ Utveckling Sverige	1	20
	Hsb Riksförbund (Swedish National Tenant-owner Cooperative Housing Association)	5	
	Kooperativa Förbundet (KF) (the Swedish Co-operative Union)	9	
	Riksbyggen (co-operative Housing Union)	5	
Switzerland	Allgemeine Baugenossenschaft Zürich (ABZ)	2	3
	Baugenossenschaft mehr als wohnen	1	
Türkiye	Central Union Of The Agricultural Credit Cooperatives Of Turkey (ACC)	5	9
	The Central Union of Turkish Forestry Co-operatives (ORKOOP)	4	
Ukraine	Ukrainian Central Union of Consumer Societies (UKRKOOPSPILKA)	4	
United Kingdom	Co-operatives UK	10	16
	The Midcounties Co-operative Limited	5	
	VME COOP	1	
Armenia	☒Farm Credit Armenia☒ Universal Credit Organization Commercial Cooperative (FCA UCO CC)	2	
Austria	Oesterreichischer Verband Gemeinnütziger Bauvereinigungen - Revisionsverband (GBV)	5	
Belarus	Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)	10	
Belgium	Febecoop	5	
SUPRANATIONAL			
International	Caribbean Confederation of Credit Unions (CCCU)	1	
Asia-Pacific	Association of Asian Confederations of Credit Unions (ACCU)	1	

Associate Members

The following are the Associate Members of the ICA. Associates do not have voting rights.

Country	Organisation
AFRICA	

Country	Organisation
EGYPT (Arab Rep. of)	The General Authority for Construction and Housing Cooperatives (CHC)
Ghana	Cooperation Africa
Kenya	The Co-operative University of Kenya (CUK)
Liberia	Cooperative Development Agency (CDA)
Morocco	Office du Développement de la Coopération (ODCo)
Namibia	Namibia Co-operatives Advisory Board (NCAB)
Nigeria	Federal Department of Co-operatives, Federal Ministry of Agriculture & Rural Development (FDC)
Tanzania, United Republic of	Moshi Co-operative University (MoCU)
Uganda	HealthPartners Uganda (HPU)
AMERICAS	
Colombia	Universidad Cooperativa de Colombia (UCC)
Costa Rica	Instituto Nacional de Fomento Cooperativo (INFOCOOP)
Curaçao	Ministry of Economic Development (MEO)
Panama	Instituto Panameño Autónomo Cooperativo (IPACOOOP)
United States	National Society Of Accountants For Co-operatives (NSAC)
Uruguay	Instituto Nacional del Cooperativismo (INACOOOP)
ASIA-PACIFIC	
Bhutan	Department of Agricultural Marketing and Cooperatives (DAMC)
China	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC)
Fiji	Department of Co-operative Business (DCB)
India	Centre for Cooperatives and Livelihoods Autonomous (CCL) at Lal Bahadur Shastri National Academy of Administration (LBSNAA)
	ESAF Swasraya Multi State Agro Cooperative Society Limited (ESMACO)
	National Co-operative Development Corporation (NCDC)
Iran, Islamic Republic of	Tose'e Ta'avon Bank (TT Bank)
Japan	Japan Co-operative Insurance Association Inc. (JCIA)
Jordan	Cooperative Association for Development & Finance (CADF)
Kiribati	Ministry of Commerce, Industry and Cooperatives (MCIC)
Malaysia	Cooperative Institute of Malaysia (CIM)
Nepal	National Co-operative Development Board (NCDB)

Country	Organisation
Palestine, State of	Cooperative Work Agency (CWA)
Papua New Guinea	Office of Co-operative Societies of Papua New Guinea (OCS PNG)
Philippines	Co-operative Development Authority (CDA)
Saudi Arabia	Ministry of Human Resources and Social Development
Sri Lanka	Department of Co-operative Development (DCD)
Sri Lanka	National Institute Of Co-operative Development (NICD)
United Arab Emirates	Emirates Community Empowerment (ECE)
Vanuatu	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS)
EUROPE	
Germany	Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)
Greece	Social Solidarity and Regional Development Network (KAPA Network)
Italy	European Research Institute on Cooperative and Social Enterprises (EURICSE)
Norway	The Royal Norwegian Society for Rural Development (Norges Vel)

2. Appointment of the Bureau

According to the ICA Articles of Association, Article 15.8:

The chairperson of the General Assembly shall appoint a secretary who is not necessarily a Member, and, if there is an election, two (2) scrutineers. The chairperson of the General Assembly, the secretary and the scrutineers shall constitute the bureau.



DECISION	
COMPOSITION OF THE BUREAU	
CHAIRPERSON	Ariel Guarco
SECRETARY	Chloé Grimoin

3. Approval of the Agenda

The times below are in India time zone (IST).

	Agenda Item	Presenter
9:30	1. Opening of the General Assembly	Ariel Guarco, ICA President
	2. Appointment of the bureau	
	3. Approval of the Agenda	
	4. Approval of the minutes from the ICA General Assembly on 20 June 2024	
9:40	5. ICA Board: Confirmation of the mandate of the At-large Directors appointed by the ICA Board by co-optation and announcement of new Directors	Jeroen Douglas, Director General
9:45	6. President's Report	
10:00	7. Director General's Report	
10:15	8. Work Plan 2025 and International Year of Cooperatives	Jeroen Douglas, Director General
10:35	9. Strategic Plan 2026-2030	
11:10	Coffee Break	
11:40	10. Report from the Working Group considering changes to voting rights and membership fees	Alexandra Wilson, Chair of the Working Group appointed by the ICA Board to review the membership fees & voting rights
12:00	11. Amendment to the Internal Rules of the General Assembly	Ariel Guarco
12.05	12. Cooperative Identity Consultation and Recommendations	Alexandra Wilson, Chair of the Cooperative Identity Advisory Group (CIAG)
12.30	13. Next ICA General Assembly in June 2025	Ariel Guarco, President
12:45	CLOSING	
12.50	New Member appreciation	Maria Eugenia Pérez Zéa, Chair of the Membership Committee of the ICA Board
13.00	Lunch	
15:00	Informal consultation on amendments to the membership fees and voting rights	Alexandra Wilson



APPROVAL OF THE AGENDA

ABSTAIN	
AGAINST	
FOR	

4. Approval of the minutes

Members wishing to make amendments to the minutes should send their proposed changes in writing to ICA Director General, Jeroen Douglas, **by 25 November** via email to quarrella@ica.coop.

DRAFT MINUTES OF THE VIRTUAL GENERAL ASSEMBLY 20 JUNE 2024

OPENING OF THE MEETING

Ariel GUARCO, President of the International Cooperative Alliance, called the meeting to order at 13:00 (CEST) and welcomed the 102 participants, 98 of whom were voting delegates, holding 552 votes. They represented 145 member organisations from 44 countries. The quorum was thereby met, and the ICA General Assembly was validly composed to deliberate on the items on the agenda.

The President recalled that this meeting was convened in accordance with Belgian legislation on international non-profit associations (AISBL), which stipulated that the annual accounts had to be submitted to the General Assembly for approval within six months of the end of the financial year, i.e. by 30 June at the latest.

In addition, the new ICA statutes - which were in line with this legislation - had also given rise to a more complex process with regard to participation in virtual meetings of the General Assembly. He thanked the members who had attended despite this additional complexity.

Ariel GUARCO gave a brief overview of his activities since the last General Assembly, held in Brussels on 28 June 2023.

On 30 June 2023, he sent a message to the ILO's Cooperatives Unit as part of a conference on cooperative statistics held in Korea. On 2 July 2023, he took part in numerous celebrations to mark International Day of Cooperatives via various digital channels and gave an online speech for the event in the Basque Country. On 12 July 2023, he participated in a webinar of the Regional Gender Equality Committee of the Americas, which was also attended by the chair of the ICA Gender Equality Committee, Xiomara NÚÑEZ DE CÉSPEDES. On 28 September 2023, he sent a video message to the opening session of the World Innovation Summit.

From 6 to 9 November 2023, he took part in the Asia-Pacific Regional Assembly and in other related meetings in Manila (Philippines). These events demonstrated the strength of the cooperative movement in that region. From 29 to 30 November 2023, he took part in the 23rd Conference of Cooperatives of the Americas, in Comayagua, Honduras. He spoke at the opening and closing sessions, alongside regional authorities, FAO officials and representatives of the Honduran government.

From 27 to 29 February 2024, the first face-to-face meeting of the ICA Board of Directors of the year was hosted by the COOMEVA GROUP, in Cali, Colombia. This 2-day meeting was also a unique opportunity to enhance knowledge about the Colombian cooperative movement. On 11 and 12 March 2024, he took part in the Board meeting of the Americas in Colonia (Uruguay), as well as in various meetings of committees and networks of the region. The meeting was followed by a joint seminar co-organised by Cooperatives of the Americas and CCW, the sectoral organisation for consumer cooperatives to deepen regional and sectoral exchanges. At the end of April 2024, he was an active participant on a ministerial conference organised by the ICA Asia Pacific regional office and which was held in the Kingdom of Jordan. He also met cooperative leaders and senior officials from the region. From 13 to 17 May 2024, he took part in the 15th Brazilian National Congress of Cooperatives in Brasilia. Alongside this event, he also attended an international workshop entitled "Empowering Futures: Cooperatives at the forefront of inclusion, resilience and environmental management" organised by OCB in partnership with the United Nations Department of Economic and Social Affairs (UNDESA). From 19 to 22 May 2024, he was in Lesotho for the Midterm Review of the 13th Africa Ministerial Cooperative Conference. On this occasion, he also took part in an Africa Youth side event.

He stated that during the last twelve months he also participated in different events with members in Mexico, Brazil, Uruguay, Paraguay and the Dominican Republic. He also sent numerous written or video messages to ICA members around the world that were requested in the context of important events.

Then, the President emphasized that the previous day - 19 June 2024 -, the United Nations General Assembly adopted the resolution proclaiming 2025 as the International Year of Cooperatives. The text recommended ways to celebrate the event and encouraged all Member States, the United Nations and involved parties to leverage this event to promote the contribution of cooperatives to social and economic development. For the second time, the UN dedicated an international year to cooperatives, and, for Ariel GUARCO, this was no coincidence. The ICA and its members should therefore focus on all the challenges and opportunities of this historic moment.

Before moving on to the items on the agenda, Ariel GUARCO gave some instructions to the members for the smooth running of the General Assembly. He clarified that all motions and resolutions would be passed using the "raise hand" *zoom* function, unless otherwise requested. If a recount was necessary or required, members would be able to vote using the *zoom* poll features but the results would be communicated later in the meeting. In addition, given the different time zones there was a need of limiting the duration of the General Assembly to a maximum of two hours.

1. APPOINTMENT OF THE BUREAU

The President stated that according to Belgian regulation, the members of the bureau had to participate physically in the General Assembly. Belgian regulations accepted that the bureau only consist of the president chairing the meeting. Consequently, strictly speaking, the virtual General Assembly was in fact semi-virtual. The bureau was limited to the President who was physically

present at the headquarters of Confederación Cooperativa de la República Argentina Ltda (COOPERAR) in Argentina. The secretary and voting surveyors should not make up the bureau, as they were not required according to the Art. 15.8 of the ICA Articles “[...] if the number of Full Members present or represented at the meeting is limited [...], the Board of Directors may decide that the bureau shall be constituted only by the chairperson of the General Assembly”.

The President asked for approval of the composition of the bureau, which would consist solely of the President.

The General Assembly approved – with 66 votes in favour, 11 against and 9 abstentions - that the Bureau should consist of the President, Ariel GUARCO.

2. APPROVAL OF THE AGENDA

1. Appointment of the Bureau
2. Approval of the Agenda
3. Introduction of the new Director-General
4. Approval of the Minutes of the Extraordinary ICA General Assembly of 28 June 2023
5. ICA Board – Confirmation of the mandate of the at-large Directors appointed by the ICA Board by co-optation and announcement of new Directors
6. Activity report 2023
7. Approval of the annual accounts for the financial year closing on 31 December 2023
8. Discharge of the statutory auditor
9. Discharge to the Board Directors
10. Work plan 2024
11. Approval of the budget for the financial year closing on 31 December 2024
12. A look ahead at changes to voting rights and membership fees
13. Next ICA General Assembly in November 2024

As no changes had been proposed, Ariel GUARCO asked for approval of the agenda as circulated.

The General Assembly approved – with 67 votes in favour, 1 against and 9 abstentions a - the agenda of the meeting of 20 June 2024.

3. INTRODUCTION OF THE NEW DIRECTOR-GENERAL

Although many of ICA members already knew him, Ariel GUARCO wanted to formally introduce Jeroen DOUGLAS, the new Director-General of the ICA. Jeroen DOUGLAS was appointed by the ICA Board of Directors and he took up his post in January 2024. He was the 17th Director General of the ICA since its founding in 1895.

Jeroen DOUGLAS thanked the ICA members for their warm welcome. He said that he was born and grew up in the Netherlands. He has three children. He studied non-Western political economy and theology. He had always advocated for a more equitable world by establishing a fairer and a more sustainable economy for all. He was proud to be one of the cooperators who laid in the 1990s the foundations of the “Fairtrade” label that connected producers, businesses, and consumers in a global system of sustainable and ethical trade. He worked with grassroots communities in Europe, the United States and Japan to mobilize aware consumption. The Fairtrade label covered an enormous variety of products such as cocoa, tea, palm oil, sugar, coffee, etc. The fairtrade label and other sustainability labels together are chosen today by 700 million consumers around the

world. He also helped the transformation of many agri-food and mining sectors to make them fairer, more equitable and more sustainable. Working in the cooperative movement was for him one of the best ways to reduce the inequalities induced by capitalism. Under his leadership and his skills as a communicator, Jeroen DOUGLAS intended to promote the cooperative heritage and, particularly, to raise awareness of the decisive economic and social roles of cooperatives which were still too little known. Jeroen Douglas said that had the honor of serving the International Cooperative Alliance and looked forward to working with all ICA members for the cooperative movement development.

4. APPROVAL OF THE MINUTES OF THE GENERAL ASSEMBLY OF 28 JUNE 2023

The President explained that the papers of the meeting were distributed prior to the General Assembly. ICA members were instructed to notify the Director General of any amendments to the draft minutes by 14 June 2024. As no requests for amendments were received, the President submitted the draft minutes to the General Assembly for approval.

The General Assembly approved – with 63 votes in favour, 1 against and 9 abstentions -the minutes of the General Assembly of 28 June 2023.

5. CONFIRMATION OF THE MANDATE OF THE AT-LARGE DIRECTORS APPOINTED BY THE ICA BOARD BY CO-OPTION AND ANNOUNCEMENT OF NEW DIRECTORS

The ICA Board of Directors was composed of the President, four Vice-Presidents, eight representatives of the global sectoral organisations, the President of the Gender Equality Committee, the President of the Youth Committee, and fifteen other at-large members. The current Board Directors and the President were elected at the ICA General Assembly held on 20 June 2022, in Seville (Spain) for a four-year term.

Under the new ICA Articles of Association approved in 2023, if for any reason a Board director ceased to hold office before the expiry of his/her term, the ICA Board of Directors would appoint a new Board Director by co-option. At its first meeting after the co-option, the General Assembly would be asked to confirm the mandate of the co-opted Board Director. In the event of confirmation by the General Assembly, the co-opted Board Director should complete the term of office of the Board Director replaced, unless the General Assembly decides otherwise.

The terms of the following Board directors ended after the last General Assembly, either because they retired or because their organisation ceased to be a member of the ICA:

1. Marjaana SAARIKOSKI – Finland
2. Martin LOWERY - United States
3. Ben REID - United Kingdom

The two following Board Directors were appointed by the ICA Board by co-option and therefore their mandate had to be confirmed by the ICA General Assembly:

1. Simona CAVAZZUTTI (Paraguay) was the President of the “Confederation of Cooperatives Rurales del Paraguay” - CONCOPAR Ltda. She was born in Milan (Italy), in 1958. She had been living in Latin America for almost 40 years and was a businesswoman in the agricultural sector. She had taken several training courses on cooperative leadership and had also obtained a degree in social economy. She had a degree in languages and spoke five languages: Italian, Spanish, English, French and Portuguese. She had over 25 years' experience in the management of cooperatives

and trade unions. Simona CAVAZZUTTI was convinced that the cooperative model was the way to a fairer, more sustainable and more inclusive world.

2. DOUGLAS O'BRIEN (United States) had been with NCBA CLUSA since 2016, serving as the Executive Vice President of Programmes before becoming President and CEO in January 2018. Prior to joining NCBA CLUSA, Douglas O'BRIEN led the work of the White House Rural Council and held senior positions in the U.S. Department of Agriculture, including leading the Rural Development agency. He had also worked in the U.S. Senate, the House of Representatives and for two Governors. Douglas O'BRIEN's academic experience included teaching, researching and writing in the Master of Science in Agriculture and Food Law program at the University of Arkansas and the Drake University School of Law.

The President advised the Assembly that the ICA Board of Directors had already begun the process of co-opting a new member to fill the position vacated after the resignation of Ben REID.

After this presentation and as there was no requests for the floor, the President submitted these two co-options to the vote of the General Assembly

The General Assembly approved – with 68 votes in favour, 2 against and 6 abstentions - the mandate of Simona CAVAZZUTTI and of Douglas O'BRIEN as at-large Board Directors.

Then, Ariel GUARCO pointed out that Petar STEFANOV had been elected President of Cooperatives Europe at the regional General Assembly held on 24 May 2024. Petar STEFANOV therefore sat on the ICA Board of Directors as Vice-President for Europe. In accordance with the statutory reform, the Vice-Presidents, sectoral representatives as well as the Presidents of youth and gender equality committees were now elected directly by their respective bodies. Under the Article 32.1 of the ICA Articles of Association, the four Regional Presidents were, by right, Vice-Presidents of the ICA, provided that they had been validly elected by their respective Regions.

5. 2023 ACTIVITY REPORT

In the interest of time and since that ICA members had received the activity report prior to the General Assembly, the President limited his presentation to a few important activities carried out in 2023 such as:

- The UN called for a second international year of cooperatives. It will be celebrated in 2025.
- The resolution of the UN regarding the social and solidarity-based economy.
- The recognition of the cooperatives' role in accelerating sustainable development by the G20. In 2023, cooperatives had been active in the G20 Engagement Groups, including the Business (B20), Civil Society (C20), Women (W20) and Youth (Y20) working groups, and, as a result of their participation and advocacy, the final policy papers providing recommendations to G20 governments contained several references to cooperatives.
- The cooperative identity consultation launched in late 2021. The aim of this global consultation was to strengthen the cooperative identity and to test how well cooperative values and principles, as expressed in the Identity Statement, set cooperatives apart from other business models. The outcomes were currently being analyzed and they would be shared in the following months.

6. APPROVAL OF THE AUDITED 2023 ACCOUNTS

On the invitation of the President, Alexandra WILSON, Chair of the ICA Audit and Risk Committee, and Karine MORRIS, acting as Statutory Auditor (RSM InterAudit), presented the financial statements for 2023.

Alexandra WILSON briefly commented on the 2023 financial statements as shown below. She began by pointing out that Cooperatives Europe and DotCoop were not included, as they were separately established, respectively under the Belgian and the US law. The results of these two entities had been provided for information purposes. Cooperatives Europe ended with a positive result of €41,841 while DotCoop sustained an anticipated operating loss of €53,361.

2023 FINANCIAL RESULTS

Year-end results in EUR	2022	2023
Africa*	- 1,814	- 48,469
Americas*	10,200	6,109
Asia & Pacific*	56,357	14,985
Global Office	- 291,308	- 385,223
Exchange difference	178,095	22,840
ICA Consolidated	- 48,470	- 389,758
Cooperatives Europe	- 58,897	41,841
50% DotCoop LLC	15,574	- 53,361

ICA CONSOLIDATED PROFIT & LOSS STATEMENT (consisting of Global Office and the Africa, Americas, Asia & Pacific Regions)

in EUR	2022	2023
Meetings and Sales of services	253,874	256,823
Membership fees	2,678,054	2,811,260
Grants, Project income	836,888	693,329
Contributions and donations	471,429	329,560
Other operating income	40,584	19,456
Total income	4,280,829	4,110,428
Redistribution regions and sectors	- 857,757	- 891,413
Services and others goods	- 1,343,257	- 1,600,379
Remuneration, social security costs and pensions	- 2.031.592	- 1.737.150
Depreciation on tangible fixed asset	- 10,221	- 6,563
Membership fees written down	- 98,828	- 112,509
Other operating charges	- 185,966	- 138,582
Total expenses	- 4,527,621	- 4,486,596
Operating result	- 246,792	- 376,168
Financial result	198,322	- 4,178
Extraordinary result	-	9,413
Net result	- 48,470	- 389,759

Alexandra WILSON stated that while 2023 had been an exceptional year in terms of activity, it had been disappointing financially. The ICA incurred a loss of €389,759, whereas it had been planned to break even.

This result broke down as follows:

- negative result of €48,469 for ICA Africa
- positive result of €6,109 for Cooperatives of the Americas
- positive result of €14,985 for ICA Asia & Pacific
- negative result of €385,223 for the Global Office. This was by far the largest part of the total loss of €389,759.

Alexandra WILSON explained that the biggest factor contributing to the loss on a consolidated basis was the difficulties that ICA encountered with a project with the United Arab Emirates. This project had been initiated in 2022 and some expected revenues had been included in the 2022 balance sheet. However, the project was put on hold despite the fact that costs had already been incurred and paid to consultants. In consequence, the expected income for 2023 had not materialised. It was also worth noting that the Global Office's expenditure had been lower than budgeted, due in particular to the vacancy of the Director- General's post, and that this had partly offset the shortfall in revenue. This was a delicate situation given that ICA had made two consecutive financial losses (2022 and 2023).

With regard to income from membership fees - the main source of ICA revenue - the diagrams below suggested a double reading. On the one hand, there had been an increase in membership fees since 2020, but on the other, there had been a gradual decline in the number of members.

	2020	2021	2022	2023	2024*
Membership fees	2,605,978	2,679,330	2,678,053	2,811,260	2,948,296
Number of members	317	311	315	299	299

* Budget



In conclusion, Alexandra WILSON admitted that there was a lot of work to be done to restore the financial situation and break even. The ICA Board of Directors and the new Director-General were determined to remedy the situation by considering various concrete actions.

For her part, Karin MORRIS – AUDITOR FROM RSM - gave a general analysis of the 2023 financial statements. She briefly reviewed the asset items in the balance sheet. On the liabilities side of the 2023 balance sheet, she drew attention to deferred income and expenses. In Belgium, there had

been a change in the valuation rules for foreign currencies unrealized gains. This had had an impact on the reduction in ICA equity. This reduction amounted to € 712,906, of which €337,415 related to the modification for the valuation rules for foreign currency.

Assets	2023	2022	Variations
Intangible assets	2.503	4.270	-1.766
Tangible fixed assets	1.417	2.557	-1.140
Financial fixed assets	162.020	165.942	-3.922
Stocks and contracts in progress		0	0
Amounts receivable within one year	1.605.523	1.599.050	6.472
Current investments	141.162	119.665	21.497
Cash at bank and in hand	2.752.167	3.089.582	-337.415
Deferred charges and accrued income	35.173	14.175	20.998
	4.699.966	4.995.241	-295.275

Liabilities	2023	2022	Variations
Equity	283.163	996.069	-712.906
Provisions	0	0	0
Amounts payable after more than one year	0	0	0
Amounts payable within one year	3.174.368	3.043.156	131.212
Accrued charges and deferred income	1.242.435	956.016	286.419
	4.699.966	4.995.241	-295.275

Karine MORRIS explained that the liquidity ratio measured the ability of the ICA to pay its short-term debts. It was calculated by dividing the current assets by the "payables" (amounts payable within one year + accrued). The ICA liquidity ratio was 1.21 (compared to 1.18 in 2022).

In terms of cash flow – consisting of the result for the period; depreciation; amounts written down on trade debts; reversed provisions for risks and charges – it was negative by € 486,568 in 2023 against negative by € 113,512 in 2022.

Karine MORRIS continued her presentation in giving more details on the following key financial elements for 2023.

Amounts receivable and other amounts receivable

The receivables at 31/12/2023 amounted to € 94,265.68 versus € 487,481.24 for 2022. This decrease was due to the fact that there were receivables to be received on the United Arab Emirates project of €150,000 and, also by the reduction in unpaid amounts on membership fees compared to 2022. In these receivables, the total amounts related to doubtful clients stood at € 363,532.86 and the total amount of the bad debt provision for 2023 was € 297,033.95. Other amounts receivable totalled €1,511,256.93, mainly relating to advances granted by the regions.

Deferred charges and accrued income / accrued charges and deferred income

The deferred charges and accrued income were: €35,173.15. They were mainly related to charges incurred in 2023 but related in whole or in part to 2024.

Accrued charges and deferred income were €1,189,766.35. These accrued charges were charges of ICA Global and Regions related to 2023 but not invoiced yet (€347,204.23). The deferred income of € 23,909.37 related to membership fees invoiced in 2023 but which related to 2024 and €428,446.57 related to deferred Development Support reported by the regions. On the balance sheet, accounts in foreign currencies were revalued at the exchange rate at the balance sheet date and unrealized gains and losses were offset by currency. Unrealized losses were charged and since 2023, unrealized gains were credited to liabilities including for exchange differences on receivables and payables between the regions and the global office on consolidation. This modification in the accounting method had a negative impact of €341,305 on the result. The unrealized exchange gains on bank accounts from dollars to euros amounted to €45,053.26 in 2023 against €52,202.87 in 2022. This is due to an unfavorable exchange rate.

Associative funds and accumulated profits

The share capital of the new Belgian entity was composed of the share capital of Switzerland and regions but also by all the former retained earnings / deferred loss. This represented the net assets transferred to Belgium by 1 January 2014.

The accumulated loss at 31/12/2023 amounted to € 510,647.41 out of which € 120,889.13 was the cumulative accumulated losses for previous years and € 389,758.28 the loss for 2023. From this amount, € 385,224 represented the loss 2023 of the Global Office only, and € 4.534 the 2023 consolidated loss of the regions. The losses carried forward were increased due to the loss of the year, leading to a deterioration of the ICA equity. The loss for the year 2023 could be explained mainly by the closure of a project with the United Arab Emirates which was a write off of € 350,000.

Associative funds and accumulated profits

The ICA Global Office ended with losses over two consecutive financial years for a total of € 510,647.41.

On 19 December 2023, the ICA signed an agreement with the European Commission for a grant of € 8,000,000. The implementation of the programme began on 1st April 2024 for a period of 54 months. This grant should improve the ICA's financial situation. It was clear that decisions and actions had to be taken in 2024 to improve the result and, moving to zero deficit following the minutes of the Board 28 February 2024.

Risk analysis and internal control system

The size and low complexity of the International Cooperative Alliance (ICA) made it, by definition, inefficient and uneconomical to put in place a high degree of internal control processes.

However, from the work undertaken during the annual statutory audit and the evidence gathered, it was reasonable to report that the controls in place did safeguard the assets and resources of the ICA. Enough emphasis was put on proper authorization, segregation of duties as well as access levels within the accounting to deter and detect errors, possible fraud and theft. Accuracy and completeness of accounting data was ensured by way of a robust system that could produce reliable and timely financial and management information.

Karine MORRIS concluded her presentation by saying that the ICA financial statements had been prepared on a going concern basis. This assumed that the ICA would continue to meet its liabilities as they fall due during the next 12 months. As at the date of approval of the 2023 annual accounts by the ICA Board of Directors, RSM InterAudit was not aware of any uncertainties that would question the ICA's ability to continue as a going concern. Therefore, RSM InterAudit considered that liquidity and income were sufficient for the ICA to continue operations for the coming 12 months.

The President thanked Alexandra WILSON and Karine MORRIS for their presentations.

As there was no further debate, he asked the General Assembly to vote on the approval of the 2023 audited accounts.

The General Assembly approved – with 71 votes in favour, 1 against and 8 abstentions - the 2023 ICA audited accounts.

7. DISCHARGE TO THE STATUTORY AUDITOR

The President asked to the General Assembly to vote on the motion to grant a discharge to the Statutory Auditor for the financial year closed on 31 December 2023.

The General Assembly granted a discharge to the Statutory Auditor for the financial year closed on 31 December 2023 with 73 votes in favour, 1 against and 3 abstentions.

8. DISCHARGE TO THE ICA BOARD OF DIRECTORS

The President asked to the General Assembly to vote on the motion to grant a discharge to the ICA Board of Directors for the financial year closed on 31 December 2023.

The General Assembly granted a discharge to the ICA Board of Directors for the financial year closed on 31 December 2023 with 71 votes in favour, 1 against and 3 abstentions.

9. 2024 WORK PLAN

Before outlining the 2024 work plan, Jeroen DOUGLAS said that in the first six months of his new role, he had assimilated a lot of information, met many leaders of cooperative organisations, and that it had all been a steep learning curve for him.

- *The International Year of Cooperatives 2025 – IYC 2025 – on the theme "Cooperatives Build a Better World"*
IYC 2025 is a dominant topic for the entire cooperative movement the next year and a half and was at the forefront of the ICA's action plan. Its main objectives was to:
 - Raise public awareness and visibility of cooperatives, highlighting their contributions to sustainable development.
 - Promote growth and development of cooperatives and strengthen their entrepreneurial ecosystem.
 - Advocate for an enabling environment and supportive legal and policy frameworks.
 - Promote purposeful leadership and inspire the youth to join the movement.

The IYC 2025 was a unique opportunity not only for visibility but also for vigorous advocacy to ensure that policies, attitudes and actions lead to cooperative development for a more just,

humane and sustainable world. A pre-conference was to be held in July 2024. It would bring together many cooperative leaders, alongside UN member states and senior officials from the various UN organisations. At this event, the focus would be on the adoption of the Resolution adopted on 19 June 2024, but also on a roadmap for shaping this international year together. In addition, from July to December 2024, it was planned to set up - as had been done in 2012 - regional and national committees, and to promote tripartite activities between cooperatives, the United Nations and States. In addition, the ICA was also looking at how to position cooperatives in the UN Summit of the Future to be held in New York, in September 2024. This was legitimate given their role in achieving the SDGs.

- *Global Cooperative Conference on “Cooperatives Build Prosperity for All” – New Delhi, 25-30 November 2024*

The ICA GCC would officially launch the UN-IYC 2025. The Conference theme: Cooperative Build Prosperity for All, would initiate the campaign of activities & engagements planned through the year 2025. High-level presence of UN and other multilateral and inter-governmental bodies; cooperators; governments and the civil society were expected to attend. The 2024 Global Conference would be articulated around 4 thematic plenary sessions on Policy, the Cooperative Identity, Purposeful Leadership and the Shaping a Cooperative Future and also by sectoral & cross-sectoral sessions. The main sponsor of the 2024 GCC was Indian IFFCO and the entire cooperative movement of India. Registrations opened the 20 June 2024 and the Director-General invited the members to visit the dedicated website www.icanewdelhi2024.coop. Jeroen DOUGLAS also stressed that an in-person ICA General Assembly would follow the Global Conference.

- *The second financial partnership agreement with the European Commission (2024-2028)*

The overall objective of this programme was to contribute to a strong cooperative movement by supporting the achievement of the Sustainable Development Goals by 2030. The global and 4 regional ICA offices and their member organisations were strong actors on national, regional, and global level for sustainable and inclusive growth and they had the following concrete targets:

- Grow ICA Membership – by 5%.
- Improve collaboration between ICA offices and members – 2 new good governance practices adopted and approved by ICA and member organisations (i.e. environmental sustainability, diversity policies, ...).
- Increase engagement in sustainable and inclusive growth.
- The budget of the programme was €8,900,000 out of which €8,000,000 co-funded by the EU
- The programme included a range of value-added activities to better engage members by generating greater awareness, visibility and political impact: 75 capacity building and knowledge sharing seminars; digitalized tools on entrepreneurship; national Legal Framework Analysis in 140 countries.
- Policy processes for increased recognition with International Institutions; Research and Studies on relevant themes; new alliances with Civil Society Organisations; production of communication material.

- *The new Strategy Plan 2025-2030*

The world had changed radically since 2020 and the ICA Board of Directors had decided to focus on a 5-year strategic plan, in order to deliver on the last 5 SDG years of the UN. To achieve this, it was decided to adopt a process that would:

- Planning Work Group with Leaders from Board and members.

- An operational team to deliver a 60% version in November 2024.
- A full version for the GA, June 2025.
- Regional interpretations, communication protocols: second half 2025.

The strategic direction adopted was to make the link between continuity and innovation:

- Continuity: enabling policy development (endorsements, recognition), law & cooperative governance advice, modernizing the Statement on Cooperative Identity (SCI), education/information, purposeful leadership training/schooling for youth, women, minorities, high potentials.
- Innovation: building a suite of digital cooperative solutions in our own Coop Cloud (Principle 6): AI-driven hyper personalize benchmarking, carbon credit exchange as a concrete climate target, and the Coop Label as a market solution on our SCI.

- *One Organization, One Strategy, One Brand making the ICA future-proof through operational and financial restructuring*

A SWOT analysis made of the entire ICA ecosystem showed the urgent need for transformation of the organisation, in particularly in the following areas:

- Unity at the top: through proper onboarding of Board members, and signing of a clear Codes of Conduct when accepting a Board position withing the ICA ecosystem.
- A focused strategy: as discussed
- Building a global management team with regional directors and sectoral leads via participation-ownership-accountability: building a network model which is based on profit centers through regional revenue building (fundraise, member expansion, sponsorships, promotional & commercial income).
- Finance: on the expenses side: towards break-even, end of this year, mid next year the latest;
on the incomes side: it was necessary to work on membership fees and to consider donor engagements; sponsorships; promotional and commercial income streams.

The Director-General was playing a catalytic and facilitating role in setting up the new strategy, which was accompanied by restructuring operations.

Jeroen DOUGLAS concluded the presentation of the 2024 action plan by underlining that these restructuring operations in no way hindered all the ICA's other activities. Moreover, the spirit was good, and the ICA could rely on a very strong and committed team.

10. APPROVAL OF THE 2024 BUDGET

ALEXANDRA WILSON presented the consolidated budget for 2024 (in euros) for Africa, the Americas and Asia Pacific, since Cooperatives Europe was - as already mentioned earlier - a separate entity. By way of reminder, it was the ICA Board of Directors that was responsible for implementing and monitoring the budget. With 6 months to go before the end of the financial year, the approval of the budget by the General Assembly could be seen as a formality. But Belgian law had to be complied with.

As shown below, membership fees were the largest proportion of revenue (€3,762,628). As a precautionary measure, a provision was included in the 2024 budget for loss of income (non-payment of membership fees). The distribution of membership fees to regions, sectors and thematic committees of €1,636,080 was detailed in the budget. The difference of €480,010 was the portion redistributed to Cooperatives Europe. The other major items of income were grants and projects amounting to €470,481.

	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
TOTAL INCOME	1,970,337	470,130	713,726	608,435	3,762,628
Total Membership income	1,132,356	76,143	371,229	356,486	1,936,214
Membership income	2,948,296	0	0	0	2,948,296
Bad debt provision	-179,859	0	0	0	-179,859
Membership redistribution	-1,636,080	76,143	371,229	356,486	-832,222
Thematic Committees	-20,000				-20,000
Sectoral allocation (12%)	-332,212	0	0	0	-332,212
Regional allocation	-1,283,868	76,143	371,229	356,486	-480,010
Meetings, Sales of services	0	81,818	81,340	31,818	194,976
Grants, project income	470,481	312,169	255,754	194,676	1,233,080
Contributions & Donations	367,500	0	0	25,455	392,955
Financial/Interest	0	0	5,403	0	5,403

On the expenditure side, the largest item was, unsurprisingly, staff salaries. Other expenses included external service providers, meetings, travel costs, IT equipment, office rental and operating costs.

EXPENSES	-1,968,461	-469,927	-711,440	-606,039	-3,755,865
Services and other goods	-577,229	-219,460	-240,262	-201,371	-1,238,322
Premises	-92,408	-13,057	-17,958	-41,993	-165,416
General office	-14,170	-2,494	-2,856	-3,636	-23,156
Travel	-94,400	-66,320	-48,332	-92,698	-301,750
IT	-30,760	-10,794	-11,011	-14,862	-67,427
External services	-238,721	-31,524	-157,378	-31,818	-459,441
Meeting expenses	-106,770	-95,271	-2,727	-16,364	-221,132
Personnel	-1,329,332	-245,922	-431,647	-360,200	-2,367,101
Depreciation	-11,900	0	-2,545	0	-14,445
Other expenses - project support	-30,000	0	-30,986	-44,468	-105,454
Financial expenses	-20,000	-4,545	-6,000	0	-30,545

NET INCOME	1,876	203	2,286	2,396	6,761
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In conclusion, Alexandra WILSON said that the 2024 consolidated budget - for the Global Office, ICA Africa, ICA Americas and ICA Asia Pacific - which had been adopted by the Board of Directors was expected to close in balance.

Ariel GUARCO thanked Alexandra WILSON for her presentation.

As there was no further debate, the President asked the General Assembly to vote on the approval of the 2024 Budget.

The General Assembly approved – with 74 votes in favour and 4 abstentions - the 2024 Budget.

11.A LOOK AHEAD AT CHANGES TO VOTING RIGHTS AND MEMBERSHIP FEES

The President recalled that the 2017 ICA General Assembly in Kuala Lumpur (Malaysia) had mandated the Board of Directors to examine and consider possible reforms to the current system of membership fees and voting rights. To fulfil this mandate, in 2019 the Board of Directors established a working group (made up of several Board Directors). However, this working group had been unable to present a proposal in time for the 2019 General Meeting in Kigali. In addition, the COVID pandemic further delayed this work. At the end of 2022, the new elected ICA Board of Directors reconstituted the “Membership Fees and Voting Rights Working Group”. This latter had been charged with reviewing and developing recommendations to the Board of Directors on membership fees and voting rights by drawing also on the results of the previous work. This current working group also looked at "who could be eligible for membership of the ICA". Some of its conclusions were reflected in the membership provisions of the new ICA Articles adopted by the 2023 General Assembly. The current working group had made significant progress, and it was close to being able to bring a proposal to the 2024 General Assembly which would be held in New Delhi, next November. Beforehand, however, discussions and consultations with regions, sectors and national members still had to be undertaken.

Ariel GUARCO gave the floor to Alexandra WILSON, who was the Chair of the “Membership Fees and Voting Rights Working Group”, to briefly present the work done so far.

Alexandra WILSON wanted to give a quick overview of the results of this group's work. This work was coming to a conclusion. Detailed proposals would be presented to the next General Meeting in November 2024.

The Working Group considered three-interlocking elements, i.e.: membership eligibility, subscriptions and voting rights. The aim was to enable the ICA to recruit new members and become a larger representative organisation. This also took into account the financial restrictions that more and more organisations were facing.

The Working Group had examined and developed recommendations on membership fees and voting rights. Membership eligibility had been clarified and extended in the new Articles of Association approved by the General Meeting in 2023.

Membership fees were a complex issue. The current system, which dated from 2008, was sophisticated. ICA members had to pay dues according to the number of members they represented. However, there was not necessarily a correlation between members' ability to pay their dues and the number of members they represented. This approach, which was complex to put into practice, led to a great deal of volatility in membership fees. This variability and uncertainty were poorly perceived by members. In addition, this complexity was difficult to explain and was also an obstacle to recruiting new members.

As for voting rights, the provision relating to the threshold per country hindered the recruitment of new members, particularly when countries had already reached this threshold. From an administrative point of view, the application of this measure was highly complex. This complexity

could also be perceived as a lack of transparency. In the interests of regional balance, the current approach had somewhat neglected the aspect of democracy.

The new approach for the membership fees and voting right therefore had to draw all strands together for a balanced and sustainable system.

The characteristics proposed for the new approach for membership fees were:

- Transparent, simple to understand & reasonably easy to administer
- Affordable
- Capacity to pay based on member's revenue
- Equitable share of financial burden of supporting the ICA
- Remove passport system
- Predictable
- ICA remains accountable to members

The characteristics proposed for the new approach for voting rights were:

- No disincentives or obstacles to recruitment or retention of members
- Every full member has a voice in the ICA
- Base on membership (size of membership either direct or represented)
- Transparent, easy to understand and explain
- Straightforward to administer

By way of concluding this item agenda, Alexandra WILSON informed that a consultation process with regional Board of Directors, sectoral organisations and various national member organisations for this membership fees and voting rights reform was underway. The revised proposal would then be submitted to the Board of Directors at its September meeting. Finally, the proposal would be presented in detail to ICA members via webinars before being brought to the November General Assembly for approval.

12. NEXT GENERAL ASSEMBLY

In response to an invitation from the Indian cooperative movement, ICA members from all over the world would meet in New Delhi from 25 to 30 November 2024 for the ICA General Assembly and the Global Cooperative Conference during which the 2025 International Year of Cooperatives would be officially launched. Santosh SHUKLA, Joint General Manager of IFFCO, urged ICA members to attend these events in large numbers. The comprehensive programme of these days in New Delhi would be a real opportunity for synergies, exchanges and sharing good practices between cooperators. This great international gathering would feature plenary sessions, thematic workshops, an exhibition, visits to cooperatives and plenty of time for networking in a convivial atmosphere. Delegates would also have the possibility to discover or re-discover architectural gems such as, among many others, the Taj Mahal.

The audience then watched a video. In addition to a presentation of the Indian cooperative movement, the video highlighted India's cultural diversity, its festivals, its traditions, its spirituality and above all its proverbial hospitality.

The President, having considered that all agenda items had been discussed exhaustively, expressed his gratitude to the participants, the interpreters, the technicians as well as the ICA staff and declared the meeting adjourned at 14:30 (CEST).



**APPROVAL OF THE MINUTES OF THE ONLINE ICA GENERAL ASSEMBLY
HELD 20 JUNE 2024**

ABSTAIN	
AGAINST	
FOR	

6. ICA Board: Confirmation of the mandate of the At-large Directors appointed by the ICA Board by co-optation and announcement of new Directors

The ICA Board is comprised of the President, four Vice Presidents, eight representatives of the global sectoral organisations, one youth representative, the Chair of the Gender Equality Committee, and fifteen (15) other at-large members.

New At-large Directors

The current At-large Directors were elected at the ICA General Assembly held on 20 June 2022 in Seville, Spain. According to the new Articles of Association:

If the mandate of an At-large Director ends for any reason before the expiry of their term of office, the Board of Directors shall appoint by co-optation a new At-large Director to serve for the remainder of the term, provided that the At-large Director appointed by co-optation meets the criteria for the composition of the Board of Directors set out in the present Article. At its first meeting following their co-optation, the General Assembly shall be asked to confirm the mandate of the At-large Director appointed by co-optation. If the General Assembly confirms the mandate of the At-large Director appointed by co-optation, said At-large Director shall complete the term of office of the At-large Director replaced, unless the General Assembly decides otherwise. If the mandate of the At-large Director appointed by co-optation is not confirmed by the General Assembly, the mandate of said At-large Director shall come to an end immediately upon the conclusion of the General Assembly, without prejudice to the regularity of the composition of the Board of Directors until that date.

The current mandate of the At-large directors runs for four years until the ICA General Assembly in June 2026. Should any Directors step down between now and then, they will be appointed by co-optation until that time and confirmed by the next General Assembly.

The mandate of the following At-large Director ended since the last General Assembly:

1. *George Magutu from Kenya*

The following At-large Director was appointed by the ICA Board by co-optation to replace Ben Reid from the United Kingdom, and thus their mandate needs to be confirmed by the ICA General Assembly:

Rose Marley from the United Kingdom



Rose joined Co-operatives UK as CEO in 2021 with a focus on engaging younger generations and building a tech & digital infrastructure capable of co-op innovation in the 21st century. Rose immediately spearheaded the creation of an ambitious new strategy to grow the co-operative economy. As the voice of the UK’s co-operative movement, Co-operatives UK empowers and supports co-operative enterprise with specialised knowledge and expertise, to grow the co-operative economy and create a fairer society. From football clubs and farms, to convenience stores and pubs, there are more than 7,000 co-operatives in the UK.

Rose is also Chair of the International Co-operative Working Group (ICWG) alongside consumer and worker co-ops and including infrastructure bodies such as the Co-op Heritage Fund, Co-operative College and Co-op News and has championed development work in India and Malawi. In the last few years, driven by the ICWG, the sector has donated £100,000 to female led co-operatives in India to provide emergency Covid aid and provide sustainable livelihoods for 40 young women. With Rose at its head, the ICWG is also developing an international fund which will be launched in 2024 in celebration of the 180th anniversary of the Rochdale Pioneers. As Chair of ICWG, Rose has also launched co-op Beyond the Music at SXSW in Texas, USA and was a keynote speaker at both WCM Brazil 2022 and the Global Innovation Forum in Paris, 2021.

Rose lives in Manchester with her husband and two children.

CONFIRMATION OF THE MANDATE OF THE AT-LARGE DIRECTOR APPOINTED BY CO-OPTATION



ABSTAIN	
AGAINST	
FOR	

New Vice Presidents & Sectoral Representatives

The four Vice Presidents, eight representatives of the global sectoral organisations, youth representative, and the Chair of the Gender Equality Committee are now elected directly by their relevant bodies.

New Vice President

In accordance with Article 32.1, the Regional Presidents shall, as of right, be Vice-Presidents of the ICA, provided that they have been validly elected by the Regions.

Vice President, Americas



José Alves de Souza Neto

Graciela Fernández stepped down as President of Cooperatives of the Americas. José Alves de Souza Neto has temporarily assumed the position. His mandate goes until the next Regional Assembly towards the end of 2026.

Doctor José Alves de Souza Neto is a dental surgeon and was the founder and first President of the Uniodonto Athenas Paulista Cooperative in 1994.

He was Vice President for Administration and Finance of the Paulista Federation of Uniodontos from 2001 to 2004 and successively President of the same Federation until 2007.

He has an MBA in Health Management from the Getulio Vargas Foundation in Brazil and an Executive Course in Negotiation from the Irvine University of California, United States.

He is currently President of Uniodonto de Atenas Paulista, member of the Supervisory Board of OCESP (Organization of Cooperatives of the State of São Paulo), coordinator of the Health sector of the OCB - Organization of Brazilian Cooperatives and, finally, he is President of Uniodonto do Brasil.

New Sectoral Representatives

In accordance with Article 40.1, 40.1 Each Sectoral Organisation shall elect one (1) sectoral representative (hereafter: "Sectoral Representative"), pursuant to the procedures included in the relevant internal rules, articles of association, by-laws or statutes of the Sectoral Organisation..

The following Sectoral Representatives were recently elected by the Sectoral Organisation.

International Cooperative Agricultural Organisation (ICAO)



Ho-dong KANG

Ho-dong KANG replaces Sung-hee LEE.

Ho-dong Kang, Chairman of the National Agricultural Cooperative Federation (NACF), has dedicated himself not only to advancing the interests of farmers and agriculture but also to fostering the growth of Korean cooperatives.

Before assuming the role of chairman, he held positions as president of Yulgok Agricultural Cooperative and the National Strawberry Producers' Organization. After many years of service in the agricultural sector, he was appointed to the boards of The Farmers' Newspaper and the NACF.

Ho-dong Kang has been recognized with numerous honors, including a Commendation from the Minister of Agriculture, Food and Rural Affairs in 2016, the Order of Industrial Service Merit in 2017, and a Commendation from the Minister of Justice in 2018.

As chairman of the NACF, he introduced the vision of "New NACF through Change and Innovation." Guided by this initiative, the NACF is

dedicated to achieving sustainable agriculture, supporting rural communities, and growing in collaboration with local partners.

He strongly believes that with challenges like climate change posing a global threat to agriculture, cooperation among international agricultural cooperatives through the ICAO (International Cooperative Agricultural Organisation) is becoming ever more essential.

As president of ICAO, he plans to implement various initiatives to enhance the capabilities of agricultural cooperatives worldwide, creating an environment where they can serve as key players in the pursuit of sustainable agriculture.

Consumer Cooperatives Worldwide (CCW)



Marco PEDRONI

Marco PEDRONI temporarily replaces Petar STEFANOV.

Graduated in Economics and Commerce from the University of Modena, with a thesis on Economics and Industrial Policy, he has worked in consumer cooperation since 1992, first as Head of Training and Organisational Development and then as Head of Organisation and Management Control at Coop Consumatori Nordest. In 1997 he was appointed Director of the Emilia-Lombardy Supermarkets Division and in 2001 he was elected Chairman of the Board of Directors of Coop Consumatori Nordest. On 25 June 2013, he was appointed Chairman of Coop Italia, a position he will hold until 2023. From 21 December 2020, he was also appointed President of Ancc-Coop (Associazione Nazionale Cooperative di Consumatori - Coop), a role he still holds today. He was President of ADM for the three-year period 2020-2023.

8. Work Plan 2025 and International Year of Cooperatives

Draft Work Plan 2025 - Global Office 2025

Preparing for the last 5 years of SDGs – our call to action

1. A. GLOBAL TRENDS

2025 is widely described as our global tipping point year. Business as usual will not be more possible if we don't take into account the multiple tipping components coming together: oil & gas availability will shrink, pollution levels will continue to increase, world population will continue to increase, democracy keeps on shrinking, industrial output will

start to decline. Globalisation will start to decrease, with a clear notion of geopolitical fragmentation, BRICS+ now growing to over 50% of global population, and traditional western countries moving to populist nationalist, both leading to a significant decrease of civic space. Climate crises, weaponised conflicts and rapidly spurring unequal wealth distribution are making the total mix into an alarming need for systems change.

In the midst of this tipping point year, world leaders adopted at the UN Summit of the Future a Pact for the Future that includes a Declaration on Future Generations. The Pact covers a broad range of themes including peace and security, sustainable development, climate change, digital cooperation, human rights, gender, youth and future generations, and the transformation of global governance.

The 2025 UN International Year of Cooperatives (IYC2025), the second edition in just 12 years, arises against this backdrop to spread hope. A human-centric economy, whereby members or cooperatives and mutuals build a better world, is a strong message the world needs.

Whilst opening IYC2025 on 25 November 2024 here in New Delhi, we hope to close IYC2025 in Doha, Qatar the 4-6 November with the Second UN World Summit World for Social Development. 30 years after the First Summit in 1995, it is time to recalibrate the social contract with humanity, as the system of globalised neoliberalism is not solving poverty, inequality, sustainability, climate crisis, warfare. The ICA ecosystem through its members can bring a strong global message on the power of the cooperative identity to deliver on the 17 SDGs.

1. B. MANAGEMENT RESPONSE

We have witnessed multiple tipping point situations over the last two centuries. Cooperatives and mutuals have shown to be experts in survival through intrinsic resilience in their values, principles and business strategy.

The ICA has a role to play in the new tipping point era. First and foremost, to contribute to the unity of the global movement. United as a movement, we need to readjust to the upcoming transformations, to strengthen our sense of belonging. Unity and belonging comes with a deep commitment to one organisation, one strategy, one brand. Our long-term vision is to ensure the share of coops and mutuals in the global economy to grow within sustainable boundaries. ICA and members will continue to be preferential partners to the UN to implement SDGs in a renewed strategy to work on a 5-year sprint towards the end of the SDG era.

In order to be relevant, consistent and coherent, the organisation needs to bridge continuity with innovation. Operate within budget, with the current staff, sectoral and thematic groups, and volunteers. 2025 is the starting year for a gradual growth strategy towards more members, more measurable results on the ground, aiming for higher budgets and a gradual re-build of our central reserve.

ICA will continue to engage with policy makers, to fight for supportive legislation and taxation, for a leadership position in the social (and solidarity) economy. ICA will continue

to foster our values and principles, to ensure adequate interconnection, communication and education support to all its members worldwide.

ICA wishes to accelerate innovative work in Principle 6 and 7. P6, through the offering of a series of concrete digital innovation tools to individual coops, but always via the apex bodies and federations and as an additional service. By making our own AI data garden, we continue to build cooperative globalisation from below; P7, via renewed financial partnership with the EU, and upcoming support and investment programmes from impact investors and other donors and sponsors.

Continuity and innovation will come together in our new ICA Strategy 2026-2030. The Strategy will have, via its Theory of Change, a concrete translation to a practical operational plan, following harmonised guidelines on HR and Governance, and celebrating regional and sectoral differences. Our source of inspiration to all our work streams within the new strategy remains the re-articulated Statement on Cooperative Identity. And all action will have the individual cooperative as the ultimate beneficiary in mind, in the sum leading to a larger share of coops and mutuals in the global economy.

2. GOVERNANCE AND MEMBERSHIP

Governance:

Early 2025 will need to be well organised to meet the statutory deadlines and requirements to ensure a successful General Assembly, given the strict timings in the Articles of Association. The proposed amendments to fees and voting rights will require consultation and coordination with members and ICA bodies to ensure consensus. A World Cooperative Congress is a major undertaking that should be open to the entire cooperative movement to participate in and attend. These actions take up a significant amount of time and budget.

In alignment with the approved 100 days in office memo, the first half of the year will focus on designing some improvements in the Governance structure of the ICA ecosystem. We think of 3 specific items: a) better description of accountability rules in the Articles of Association; b) more detailed description of these accountability rules between Board and Executives through a new guidance document (together with committees for HR and Governance); and c) a well-defined onboarding protocol for new Board members. These 3 elements need approval by the ICA Board and GA before 1 July 2025.

Membership:

There are many opportunities in 2025 to recruit and retain members: the International Year of Cooperatives, the EU partnership agreement, the proposed amendments to the fees to make it more affordable and voting rights to remove obstacles to growth, and the innovative ideas in the Strategic Plan for services that will help grow membership in the future. The challenge will be to ensure the message is getting to the right potential new members.

Action

KPIs

<p>GOVERNANCE</p> <p><u>Action 1</u> – Organise a statutory General Assembly by the end of June to approve the annual audited accounts.</p> <p><u>Action 2</u> - Organise a General Assembly to approve amendments to the fees and voting rights calculation in front of a notary.</p> <p><u>Action 3</u> - Design necessary governance improvement documents for approval by the General Assembly in June.</p> <p><u>Action 4</u> – Organise a Congress to consider proposed amendments to the Cooperative Identity Statement, followed by a General Assembly for their final consideration.</p> <p><u>Action 5</u> – Organise Board Meetings in person, online and via written procedure as necessary.</p> <p><u>Action 6</u> - Organise consultations on the proposed amendments to membership fees, voting rights and Cooperative Identity Statement.</p>	<p>GOVERNANCE</p> <p><u>KPI 1</u> – Organise 1 General Assembly for Action 1 and 2</p> <p><u>KPI 2</u> – Convene a Global Cooperative Congress, preferably combined with the General Assembly in KPI 1 above.</p> <p><u>KPI 3</u> - Produce 3 documents on accountability rules and onboarding protocols for approval</p> <p><u>KPI 4</u> – One in-person board meeting</p> <p><u>KPI 5</u> – Two online board meetings</p> <p><u>KPI 6</u> – Organise 4-6 consultations with regions, sectors and members on proposed amendments. Consultations may be a combination of virtual and written surveys.</p>
<p>MEMBERSHIP</p> <p><u>Action 1</u> – Retain members by keeping them informed about what the ICA is doing at all levels (Members' Briefs).</p> <p><u>Action 2</u> – Retain members by enabling networking (Members Directory).</p> <p><u>Action 3</u> – Retain members by introducing them to coop leaders (Members' Chats).</p> <p><u>Action 4</u> – Recruit members by continuing the Meet & Greets with sectors and regions.</p> <p><u>Action 5</u> – Amend the fees and voting rights to remove obstacles that restrict growth.</p> <p><u>Action 6</u> – Research potential new members and who can be contacted within those organisations.</p>	<p>MEMBERSHIP</p> <p><u>KPI 1</u> – Publish 6 Members' Briefs.</p> <p><u>KPI 2</u> – Publish 1 updated Member Directory</p> <p><u>KPI 3</u> – Organise 4 Members' Chats</p> <p><u>KPI 4</u> – Organise 4 Meet & Greets</p> <p><u>KPI 5</u> – 3% membership growth</p> <p><u>KPI 6</u> – Net increase of 2,000,000 more members represented (new – lost members)</p>

3. COMMUNICATIONS

2025 is a pivotal year for the cooperative movement and the ICA with the UN International Year of Cooperatives (IYC) and the 130th anniversary of the ICA. 2025 will also be the year to launch the new strategy 2026-2030 during the UN World Social Summit, being the closing event for IYC2025. Participation during COP30 in Brazil will also create

momentum. Those offer unique opportunities to boost external and internal communication. A strong partnership among the orgs of ICA structure (regional and sectoral orgs) specially through FPA2 and Partnerships with other sister organisations DotCoop, CoopNews, P6, Euricse, etc. are key to amplify the message.

2025 will be initiating an internal process towards the slogan 'One Organization, One Strategy, One Brand'. Global recognizability is a precondition for growth.

ACTION	KPIs
<p><u>Action 1</u> – Ensure the cooperative movement (with a priority to ICA members and structure organisations) have the needed tools to promote the model during IYC</p>	<p><u>KPI 1</u> - IYC logo in 20 languages, dedicated website, monthly newsletters</p>
<p><u>Action 2</u> - Increase visibility of our organisations and branding</p>	<p><u>KPI 2</u> - double .coop users (in a 3-year campaign), 70% of members using coops marque/IYC branding, merchandising on online shop - after 3 years</p>
<p><u>Action 3</u> - Position cooperative narrative and stories</p>	<p><u>KPI 3</u> - launch of a series of podcast, video on coops model role 2030 Agenda, 100 new stories in stories.coop</p>
<p><u>Action 4</u> - Raise the visibility of the ICA website</p>	<p><u>KPI 4</u> - 80 new stories, 30% increase unique visitors</p>
<p><u>Action 5</u> - Engagement with a young audience</p>	<p><u>KPI 5</u> - presence social media platforms (Tik Tok and double the engagement in Instagram)</p>
<p><u>Action 6</u> - Launch a campaign to promote ICA at the World Social Summit</p>	<p><u>KPI 6</u> - 2 mentions in global media</p>
<p><u>Action 7</u> - Engage narrative for the launch of a new ICA strategy</p>	<p><u>KPI 7</u> - release a package containing the new strategy, a video and leaflet</p>
<p><u>Action 8</u> - Launch a special IYC2025 edition of World Cooperative Monitor through storytelling</p>	<p><u>KPI 8</u> - 20 interviews to cooperative leaders</p>
<p><u>Action 9</u> - Start harmonising our global branding via internal alignment work to regions and sectors.</p>	<p><u>KPI 9</u> - create internal agreement to have a 'one brand' experience to the outer world, to be implemented for 2026</p>

4. STRATEGY

Alongside ongoing concerns, 2025 will be primarily about leveraging on the UN's International Year of Cooperatives (IYC2025). Seeking constant communication and media exposure, national mechanisms for influence, global participation with World Cooperative Monitor (WCM) leaders at The World Social Summit and COP30. The year will also produce a series of highlights to connect to IYC2025: first and foremost, the launch of the new ICA strategy 2026-2030, second half of 2025. The strategy seeks alignment with the UN agenda to accelerate in the last five years of the SDG era. The main objective is to deliver on transition pathways that help to grow the share of the cooperatives (and mutuals) in the global economy. ICA wishes to work with its members and members of its

members by delivering work on continuity as well as innovation, in particular in the digital/AI sphere.

2025 will also be the year to renew ICA's MoU with FAO and ILO and publish a special IYC2025 edition on the World Cooperative Monitor.

ACTION	KPIs
<p>A. ICA STRATEGY 2026-2030</p> <p><u>Action 1</u> - Produce, publish and disseminate the renewed ICA Strategy 2026-2030</p> <p>B. POLICY INFLUENCE</p> <p><u>Action 1</u> - Oversee and support coordination of the implementation of the IYC2025 action plan, Leadership/CEOs Circle, and regional and national plans.</p> <p><u>Action 2</u> - Strengthen the strategic ties with ILO and FAO</p> <p><u>Action 3</u> - Support the drafting of the UN Secretary General's report on cooperatives in social development in coordination with UNDESA.</p> <p><u>Action 4</u> - Establish and maintain relations with UN agencies and other International Institutions to support the capacity of cooperatives</p> <p><u>Action 5</u> - Enhance cooperative participation and presence in key international events to amplify the voice of cooperatives in sustainable development.</p> <p><u>Action 6</u> - Global and Regional Policy Forum in Development, Task Team, Global Gateway</p> <p><u>Action 7</u> - ICETT and expansion on a renewed agenda</p>	<p>A. ICA STRATEGY 2026-2030</p> <p><u>KPI 1a</u> - ensure vivid and active engagement of region, sectors, thematic groups, leaders/Board, and General Assembly towards a jointly supported global ICA Strategy 2026-2030</p> <p><u>KPI 1b</u> - publish, launch and disseminate a public version of the Strategy during the closure of the IYC2025, and the period immediately after;</p> <p><u>KPI 1c</u> - translate the Strategy 2026-2030 in regional and sectoral interpretations, to ensure a clear operational framework with measurable indicators for implementation performance.</p> <p>B. POLICY INFLUENCE</p> <p><u>KPI 1a</u> - Conduct quarterly progress reviews in coordination with COPAC on the key IYC activities and events and upload them on the IYC website</p> <p><u>KPI 1b</u> - Establish a Leadership Circle by Q1 2025 with confirmed participation from at least 20 influential cooperative leaders globally; Publish the IYC action agenda during WSS in Doha, 4-6 in November</p> <p><u>KPI 1c</u> - Hold 4 training sessions for ICA members on policy advocacy, targeting engagement with regional institutions, governments, UN and EU Delegations under the FFPA (#coops4dev)</p> <p><u>KPI 2</u> - Renewal of the MoUs with ILO and FAO to be signed during the closing event of the IYC2025 at the World Social Summit in Doha.</p> <p><u>KPI 3</u> - Support in selecting the cooperative experts that will participate in the UN Expert Group meeting to support in writing the UNSG report on cooperatives in social development to be released in 2025 and which will lead to the adoption of the UN resolution on cooperatives by the UNGA end of 2025.</p> <p><u>KPI 4</u> - Target establishing new relations with at least 2 more UN agencies; including</p>

	<p>UNESCO, UNDP, and UNCTAD who could also potentially join COPAC.</p> <p><u>KPI 5</u> - Ensure ICA and cooperatives' representation in at least 5 major international events (e.g., HLPF, World Social Summit) in 2025.</p> <p><u>KPI 6</u> - Participate in the Global Policy Forum on Development and Global Gateway Meetings and Forums under FFPA</p> <p><u>KPI 7a</u> - ICETT: produce new digital tools for the movement: P6, Carbon exchange, DotCoop</p> <p><u>KPI 7b</u> - Launch a special edition of the WCM 2025 with CEO interviews.</p>
<p>C. LEGISLATION & REGULATION</p> <p><u>Action 1</u> – Map and Monitor changes in cooperative law, policy and regulations</p> <p><u>Action 2</u> – Strengthen Cooperative Law Committee as well as enhance the engagement with the ICA Network of Cooperative Lawyers;</p> <p><u>Action 3</u> – Service ICA member organizations that require legal advice and legal-advocacy at the inter/national level</p> <p><u>Action 4</u> – Prepare Legal Briefs on strategic matters (taxation /procurement/ competition/ labour/ trade/ agriculture/ women/ youth) and legal briefs for key international events in 2025 (UNESCO Mondiacult; Financing for Development; UNSG Report on Cooperatives in Social Development; International Labour Conference and Standard Setting for Platform Economy, and Informal Economy).</p> <p><u>Action 5</u> – Produce comparative analysis report on trends and changes in cooperative law – 2012-2025</p> <p><u>Action 6</u> – [1] Organize meetings with ICA members who are governments, selected apex organizations [2] Governments not within the membership of ICA, pitching ICA legal work and support in modernizing cooperative law</p> <p><u>Action 6A</u> - Start implementing next phase with UAE government</p> <p><u>Action 7</u> – Prepare and as & when warranted, implement, the business case for services to MOs and Non-MOs for support on cooperative law – policy – strategy. Raise funding through the year towards an expected break-even per mid 2027 (30 months), based on own customer sales</p> <p><u>Action 8</u> - Develop relationship with the International Court of Justice through ongoing work on Right to Strike, and potential seminar at</p>	<p>C. LEGISLATION & REGULATION</p> <p><u>KPI 1</u> – Make available for ICA members, portal with cooperative laws (+), MVP launched end 2025, fully operational mid 2026.</p> <p><u>KPI 2</u> – 1 joint meeting of all Committees on Cooperative Law as well as one online symposium on cooperative law and public policy for the network.</p> <p><u>KPI 3</u> – At least 6 Member organizations serviced and invoiced directly</p> <p><u>KPI 4</u> – 3 Legal Briefs prepared and published in collaboration with ICA-Regions/Sectors/Thematic Committees <u>and</u> interested orgs. within COPAC for 3 international events</p> <p><u>KPI 5</u> – ICA presents the one-of-a-kind report on trends in cooperative law (2012-2025) at the ICA IYC2025 closing event during the World Social Summit</p> <p><u>KPI 6a</u> –Meetings with all existing (Govt) members, and 5 with governments that are not members</p> <p><u>KPI 6b</u> - UAE-ICA Project is relaunched</p> <p><u>KPI 7</u> – Launch www.amicus.coop and www.acumen.coop as full service cooperative consulting firm as a full subsidiary of ICA at the ICA event on IYC 2025, based on a bankable business plan with a break even expectation after 30 months</p> <p><u>KPI 8</u> - Decision of the ICJ on the Right to Strike, and 1 seminar at the ICJ (as proposed by the Court) in the IYC to mark the significance of cooperative law.</p>

<p>the Court in 2025 and engage with the 6th Committee (Legal) of the United Nations GA.</p>	
<p>D. CAPACITY BUILDING, TRAINING & EDUCATION</p> <p><u>Action 1</u> - Run first activities on Member Organisations' engagement with donors at country level</p> <p><u>Action 2</u> - Facilitate knowledge-sharing and capacity-building initiatives among cooperatives to strengthen their role in SDG implementation and participation in the Voluntary National Reviews consultations, G20 meetings, etc - under FFPA</p> <p><u>Action 3</u> - Co-organize the 2nd Summer School on Cooperative Law and 5th International Forum on Cooperative Law</p> <p><u>Action 4</u> – Complete the legal report on cooperative housing with Cooperative Housing International</p> <p><u>Action 5</u> - Promote UNIDROIT legal guide for cooperatives</p>	<p>D. CAPACITY BUILDING, TRAINING & EDUCATION</p> <p><u>KPI 1</u> - online course on engagement with EU Delegations planned and implemented</p> <p><u>KPI 2</u> - Organise at least 4 workshops/webinars throughout the year focusing on SDG contributions and policy engagement - enhance cooperatives' contribution to the SDGs recognized in countries' VNR reports, G20 outcome documents, etc - under FFPA.</p> <p><u>KPI 3</u> - 1 summer school on cooperative law with participation of ICA members [Income of EUR 5,000 through registration fee for the summer school.]</p> <p><u>KPI 4</u> – Housing and Cooperative laws – report presented by CHI at World Habitat meeting in October 2025</p> <p><u>KPI 5</u> - Engage regions and ICAO in organising workshops</p>
<p>E. COOPERATIVE IDENTITY</p> <p><u>Action 1</u> – Coordinate work on ICA guidance notes on cooperative values and principles under the aegis of ICA (Board) Committee on the Cooperative Identity</p> <p><u>Action 2</u> – Coordinate Cultural Heritage and Cooperatives Working Group</p> <p><u>Action 3</u> – Contribute to ICA strategy on verification and compliance of cooperative principles</p> <p><u>Action 4</u> – Articulating-Practising-Communicating-Protecting the cooperative identity follow up action from the decision of the ICA GA in 2024</p>	<p>E. COOPERATIVE IDENTITY</p> <p><u>KPI 1</u> - Stakeholders meeting and 1 draft report</p> <p><u>KPI 2</u> – Obtain consultative status with UNESCO; Represent cooperatives at Mondiacult 2025 and produce first report on cooperatives and culture heritage; raise funds (EUR 15,000) for the work in 2025</p> <p><u>KPI 3</u> – 4 meetings with team(s) working on verification and compliance</p> <p><u>KPI 4</u> – Report on Coop Identity at the ICA GA in 2025</p>
<p>F. ICA-EU PARTNERSHIP #COOPS4DEV FFPA - COORDINATION</p> <p><u>Action 1</u> - First interim narrative and finance report completed and introduced to the European Commission (May 2025)</p> <p><u>Action 2</u> - Pre-financing request Year 2 completed and introduced to the European Commission (June 2025)</p> <p><u>Action 3</u> - First Annual Review Meeting 2025 organised online for all Partnership staff</p> <p><u>Action 4</u> - Monitoring & Evaluation Tool, online OPSYS system, and Financial Monitoring Tools are used and updated</p>	<p>F. ICA-EU PARTNERSHIP #COOPS4DEV FFPA - COORDINATION</p> <p><u>KPI 1</u> - Interim narrative and finance reports accepted by the European Commission</p> <p><u>KPI 2</u> - Pre-financing request accepted by the European Commission and funds received</p> <p><u>KPI 3</u> - ICA Regional and Global Staff participate actively in the Annual Review Meeting</p> <p><u>KPI 4</u> - Global and Regional offices capture all Partnership related data within the Tools</p>

5. CROSS-CUTTING THEMES

ACTIONS	KPIs
<p>YOUTH</p> <p><u>Action 1</u> - Increase membership through activities such as encouraging members of the regional youth committees to join and participate in the global Youth Committee</p> <p><u>Action 2</u> - Encourage the creation and development of youth cooperatives and develop youth leadership in the cooperative movement through onsite and hybrid Cooperative Spring Training of Trainers programs.</p> <p><u>Action 3</u> - Organise an Annual Plenary Meeting</p> <p><u>Action 4</u> - Coordinate regular online Executive Committee meetings</p> <p><u>Action 5</u> - Encourage youth participation in IYC activities</p>	<p>YOUTH</p> <p><u>KPI 1</u> - Increase membership of the Youth Committee by 10% net</p> <p><u>KPI 2</u> - 3 onsite, online and/or hybrid Coop Spring trainings</p> <p><u>KPI 3</u> - 1 onsite or online Annual Plenary Meeting</p> <p><u>KPI 4</u> - 6 online Executive Committee meetings</p>
<p>GENDER</p> <p><u>Action 1</u> - Carry out activities to have more connection with the current membership of the committee (a)</p> <p><u>Action 2</u> - Carry out a visibility campaign on the contribution of women in cooperatives (b)</p> <p><u>Action 3</u> - Campaign for Non-Violence Against Women (c)</p> <p><u>Action 4</u> - Research on human resource management policies with a gender focus that can be replicated in other organizations. Propose an approach to human resource management (d)</p> <p><u>Action 5</u> - Participate in political spaces linked to the theme of equity (e)</p> <p><u>Action 6</u> - Develop a leadership training proposal for women (f)</p>	<p>GENDER</p> <p><u>KPI 1</u> - 2 events (a)</p> <p><u>KPI 2</u> - 2 GEC publications in the Alliance newsletter (a)</p> <p><u>KPI 3</u> - 8 cases represented in the campaign (2 per region) (b)</p> <p><u>KPI 4</u> - 4 messages published on social media in relation to the fight against gender violence. (c)</p> <p><u>KPI 5</u> - 1 alliance with area or team of researchers (d)</p> <p><u>KPI 6</u> - 1 presence in the CSW64 (d)</p> <p><u>KPI 7</u> - 4 shares on the Board of Directors (e)</p> <p><u>KPI 8</u> - 1 Proposed Training Program (f)</p>
<p>RESEARCH</p> <p><u>Action 1</u> - Prepare and implement FFPA global research strategy and actions, including Legal Framework Analysis</p> <p><u>Action 2</u> - Present FFPA research (status and publications) at relevant conferences</p> <p><u>Action 3</u> - Undertake one global research with a sectoral organisation</p> <p><u>Action 4</u> - Organize CCR meetings</p>	<p>RESEARCH</p> <p><u>KPI 1</u> - Research strategy completed and published</p> <p><u>KPI 2</u> - At least 2 global presentations, together with regional research colleagues</p> <p><u>KPI 3</u> - 1 report jointly with the sector (CHI)</p> <p><u>KPI 4</u> - Annual meeting and online ad-hoc meetings</p>

INTERCOOPERATION

Action 1 - Strengthened Partnership with 2 Global Civil Society Organisations

Action 2 - Explore the setting up of the Global Cooperative Impact Fund (GCI) (from cooperatives, for cooperatives)

Action 3 - Explore new Partnerships and initiate Donor engagement

Action 4 - List of potentially interesting donors with prioritisation and focus ranking

Action 5 - Review the structure and governance of the ICDP Thematic Committee, and implement first joint activities

INTERCOOPERATION

KPI 1 - Memorandum of Understanding signed and/or concrete actions run with 2 Global CSOs

KPI 2 - First tool facilitating 'Access to Finances' for cooperatives set up

KPI 3 - Three new potential partners identified, analysed, and contact taken

KPI 4 - Donor list available, mix between exchanges and desk research

KPI 5 - New governance structure and first activities of the ICDP rolled out (updated MiCDP)

6. FUNDRAISING: SPONSORSHIP/MERCHANDISING/OTHER INCOME/MEMBERSHIP INCOME

ACTIONS

Action 1 – Encourage governments to join ICA (cat. a)

Action 2 – Create engagement and support for the International Day of Cooperatives 2025 (cat.b)

Action 3 – Raise co-funding for the ICA-EU Partnership #coops4dev (cat. c)

Action 4 – Elevate .coop, and double .coop domain users in 2025 (cat. d)

Action 5 – Recruit enough higher paying new members to ensure a net increase in membership revenue that offsets members who leave. (cat. a)

Action 6 - Add an indexation increase to membership fees of 5 percent. (cat. a)

Action 7 - ICETT Membership increased (cat. a)

Action 8 - Legal consultancy and engagement provided (cat. d)

KPIs

KPI 1 – New members from government agencies, with annual contribution of EUR 3,000

KPI 2 – 3 sponsors to gather EUR 10,000

KPI 3 – Generate 2 co-funding initiatives and/or activities to gather EUR 12,000

KPI 4 – New income of EUR 15,000

KPI 5 – Net increased membership revenue of EUR 40,000 (new - lost members).

KPI 6 - With the 5% indexation, compared to the 2024 projections, the revenue growth would be 4%.

KPI 7 - Recruit 2 new ICETT members, for additional contribution of EUR 30,000.

KPI 8 - Support modernization of cooperative law, produce COPAC briefs, sell seats at Cooperative Law Summer school for EUR 9,000.

7. HUMAN RESOURCES AND FINANCE

With the Human Resources (HR) Committee of the ICA Board, it was agreed to develop an updated version of the ICA HR manual, with standardised elements to Global Office and all branches. Objective is to ensure accountability is incorporated into the organisation on all levels. Between Board and DG a line management role is created, based on clear management performance indicators and a proper annual performance assessment with

President and line manager. Subsequently, the DG, in close alignment with the regional Presidents will repeat this exercise with the Regional Directors. Inside the offices, we strive towards similar performance assessments for all staff.

Furthermore, the HR manual will incorporate an integrity protocol, based on DEI principles and non-discrimination; absence and leave policy; data use; flexible working; misconduct and disciplinary elements; the building of a balanced remuneration for staff; HR Development opportunities.

On the financial side, a new cycle to ensure timely, accurate and transparent reporting is introduced. This includes a quarterly management compliance statement; timely quarterly reports, annual financial statements in Q1 of the year after, and final budgets in Q4 prior to the new year for approval by the ICA Board. A financial risk management protocol will be developed and used for the entire ICA ecosystem.

ACTIONS	KPIs
<p>HUMAN RESOURCES</p> <p><u>Action 1</u> - Development of new HR manual</p> <p><u>Action 2</u> - Introduction of new performance assessment cycle</p> <p>FINANCE</p> <p><u>Action 1</u> - Introduction of new reporting cycle</p> <p><u>Action 2</u> - Production of a new financial risk management protocol</p>	<p>HUMAN RESOURCES</p> <p><u>KPI 1</u> - Ready for approval by Board April 2025, implementation immediately after</p> <p><u>KPI 2</u> - Ready for approval by Board April 2025, implementation immediately after</p> <p>FINANCE</p> <p><u>KPI 1</u> - New cycle including quarterly management compliance statements: per 1 January 2025</p> <p><u>KPI 2</u> - Ready for approval by Board September 2025, implementation immediately after</p>

8. DRAFT BUDGET

COMBINED BUDGET 2025 in EUR (euros)

	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
TOTAL INCOME	1,985,223	535,703	809,422	686,054	4,016,402
<i>Total Membership income</i>	1,172,573	76,453	385,421	389,205	1,936,214
Membership income	3,068,924	0	0	0	3,068,924
Bad debt provision	-202,814	0	0	0	-202,814
Membership redistribution	-1,693,537	76,453	385,421	389,205	-842,422
Thematic Committees	-20,000				-20,000
Sectoral allocation (12%)	-343,933	0	0	0	-343,933
Regional allocation	-1,329,604	76,453	385,421	389,205	-478,495

<i>Meetings, Sales of services</i>	0	73,394	90,367	31,000	194,761
<i>Grants, project income</i>	630,150	413,379	329,751	235,849	1,581,606
<i>Contributions & Donations</i>	182,500	0	0	30,000	212,500
<i>Financial/interest</i>	0	0	3,853	0	3,853
EXPENSES	-1,984,172	-533,734	-806,274	-685,800	-4,009,980
<i>Services and other goods</i>	-651,122	-255,168	-274,867	-219,800	-1,400,956
Premises	-85,544	-16,168	-26,858	-40,800	-169,370
General office	-14,270	-3,260	-7,458	-6,000	-30,988
Travel	-99,967	-96,446	-55,133	-97,000	-348,546
IT	-32,760	-16,140	-17,582	-9,000	-75,482
External services	-265,550	-38,168	-165,084	-32,000	-500,802
Meeting expenses	-153,031	-84,986	-2,752	-35,000	-275,769
<i>Personnel</i>	-1,276,301	-271,272	-430,903	-375,000	-2,353,431
<i>Depreciation</i>	-6,750	0	-1,835	0	-8,585
<i>Other expenses - project support</i>	-30,000	0	-92,614	-91,000	-213,614
<i>Financial expenses</i>	-20,000	-7,339	-6,055	0	-33,394
NET INCOME	1,050	1,970	3,148	254	6,422

2025 UN International Year of Cooperatives (IYC2025)

1. IYC theme:

The IYC2025 theme is “**Cooperatives Build a Better World**”. It puts a spotlight on how the cooperative model is an essential solution to overcome the rising global challenges, as it plays an important role in achieving the Sustainable Development Goals.

2. IYC Logo

The UN has unveiled the IYC2025 logo. Organizations wishing to use it need to follow the instructions [here](#).



International Year of Cooperatives

Cooperatives Build a Better World

The IYC2025 logo symbolizes people worldwide coming together to create a better future. It features three colors inspired by the Sustainable Development Goals: red for society, blue for the economy, and green for the environment. Together, these colors highlight cooperatives' contributions to sustainable development across social, economic, and environmental dimensions.

The IYC2025 flag, showcasing this logo, will be unveiled during the launch event.

3. National Committees/Mechanisms

Guidelines for the Creation of National Committee's or other structures for the International Year of Cooperatives 2025.

Why create National Mechanisms?

The United Nations General Assembly officially proclaimed 2025 as the UN International Year of cooperatives through resolution [A RES 78 289](#), and invites all Member States to consider taking action towards establishing national mechanisms, where appropriate, such as national committees, to prepare for, observe and follow up on the International Year of Cooperatives, in particular for the purpose of planning, stimulating and harmonizing the activities of the governmental and non-governmental agencies and organizations concerned with the preparations for and observance of the International Year.

National mechanisms are essential for the effective coordination of activities and initiatives to mark any International Year and are key in ensuring that the messages for the Year at the international level are effectively conveyed to stakeholders at the national and local levels.

For the International Year of Cooperatives 2025, the national mechanisms should work towards the following four main objectives:

Objectives of IYC 2025

- **Raise Public Awareness:** Highlight the contributions of cooperatives to sustainable development and empowerment of people.
- **Promote Growth and Development:** Strengthen the business support systems for cooperatives, including availability of credit.
- **Advocate for Supportive Frameworks:** Encourage countries to develop an enabling legal and policy environment for the growth and development of cooperatives.
- **Inspire Leadership:** Foster purposeful leadership and engage youth in the cooperative movement.

National mechanisms should be inclusive and made up of actors at the country-level, such as local governments, representatives of cooperatives and other stakeholders, relevant members of civil-society and NGOs, relevant private sector institutions and academia.

Countries may wish to take the following steps:

1. Establish a national focal point for regular communications. The focal point could be the government ministry or department responsible for cooperatives; the agency responsible for regulatory affairs concerning cooperatives; or the national apex body for cooperatives.
2. Identify the relevant stakeholders to be part of the national mechanism, to promote the level of diversity and partnership necessary to ensure the effectiveness of the mechanism in achieving the objectives of the year, including inputs from cooperatives of all sectors. Representation from, *inter alia*, civil society organizations, specifically those addressing issues of decent work and/or poverty eradication; from the legal fraternity, especially those addressing business and employment law; and relevant research and academic institutions may be included.
3. Where appropriate, United Nations country teams, especially the office of the Resident Coordinator, may be part of the national mechanism and may wish to integrate the planning of the International Year in their work programmes.

National mechanisms are encouraged to develop, as appropriate, a plan of action containing activities and initiatives for the year and beyond that is relevant to the needs of their communities and constituents.

4. IYC2025 Leadership Circle (CM50)

Purpose:

To establish a global network of cooperative and mutual leaders (the **CM50**) with the goal of encouraging national governments to make a commitment at the 2nd UN World Social Summit (WSS) in Doha (November 4-6, 2025), to create a fairer more equitable and resilient world by growing the cooperative and mutual business model and more closely aligning it to delivering on the Sustainable Development Goals to 2030 and beyond.

Invitations:

The ICA IYC2025 Leadership Circle (**CM50**) will include CEOs from large cooperatives and mutuals across various sectors and regions, using the World Cooperative Monitor as a reference (non-exclusive).

Goals:

- Secure commitments from as many national governments as possible to strengthen the cooperative and mutual sectors, taking examples like the UK's commitment to double the sector's size. The national governments' commitments will be presented at the second UN-WSS in Doha.
- Create a network of C-Suite leaders of Coop and mutual businesses (**CM50**) across all industries encouraging them to work closer together to achieve growth in our sector.

Engagement:

CEOs from major cooperatives and mutuals will participate in five meetings—three online and two in-person. The initiative will kick off with an online meeting on **22 January 2025** and to conclude with the final meeting in-person in Doha on the fringes of the UN World Social Summit.

5. 2025 Calendar of Events

The ICA has created a calendar to consolidate key events planned for 2025, offering cooperatives a central resource to identify opportunities to participate and amplify their voices on their vital contributions to sustainable development.

You can view the calendar here:

https://docs.google.com/spreadsheets/d/1aYHtNZjk07Qo4NmppW3q90X4w_zcm3q31YYO UQ7OWs/edit?usp=sharing.

These events will also be displayed on the IYC website, which is currently under development and will be launched as part of the IYC opening.

9. Strategic Plan 2026-2030

The General Assembly in Kigali adopted a ten-year [Strategic Plan 2020-2030](#). This General Assembly will reflect on its' benefits so far and lessons learned. The General Assembly will consider how to deliver more tangible and value-added solutions to the ICA member base from 2026-2030.

The draft Strategic Plan for discussion is in Part II of the meeting documents.

10. Reforms to Membership Fees and Voting Rights: Report from the Working Group

Problem Statement

In 2008, the Members approved major reforms to the methods used to set membership fees and allocate voting rights within the ICA. The first quadrennial reset of membership fees in 2013 revealed problems with the new approach and led to further reforms in 2015. Not long afterwards, dissatisfied with the methods used to determine both fees and voting rights, the Members called on the Board of Directors to consider further reforms.

These are the main problems that now need attention:

- ❑ To ensure both its financial viability and its effectiveness as the world apex body of the cooperative movement, the ICA needs to bring in more members. The current methods used to allocate voting rights and set membership fees stand in the way of membership growth:
 - A cap on the total number of votes allocated to members in any one country means that existing members in 11 countries lose votes when a new member joins.
 - The ICA has no incentive to recruit new members in either the USA or Japan, where membership fees are at the country maximum.
 - Further reducing opportunities for growth, members of ICA members can participate in their own name in the ICA's regions and sectoral organisations without belonging directly to the ICA and without paying fees.
- ❑ The ICA's fees are unaffordable for smaller cooperatives, representative bodies with small budgets, and organisations with small budgets operating in high-income economies, also impeding membership growth.
- ❑ The financial burden of supporting the ICA is not fairly shared among the members:

- The present fee-setting method was meant to tie each member's fee to its relative size or, in the case of representative bodies, the relative size of the movement it represents. Restricting the fee increase with each quadrennial fee reset to 10 per cent of the member's current fee has steadily eroded the application of this principle.
 - There is at best a weak correlation between its financial capacity and the number of cooperators an ICA member represents, whether directly or indirectly.
 - Members operating similar businesses of similar size in different national economies are paying very different fees.
 - Among national apex bodies, the ICA's fees vary from as little as one per cent of their total annual revenue to as much as 76 per cent.
- ❑ The inability or unwillingness of many national apex bodies to pay their full assessed membership fees has led to large revenue losses for the ICA Global Office and the regions.
 - ❑ The mechanism used in the vote-setting and membership fee formulas to avoid the double-counting of cooperators is difficult to administer and, for a variety of reasons, draws complaints.
 - ❑ The present system lacks transparency and members question it regularly.

Background

At the General Assembly held in Kuala Lumpur, Malaysia in 2017, the Members gave the newly elected Board a mandate to examine potential reforms to the current system of membership fees and voting rights. The initial results of the review were to be presented to the 2019 General Assembly.

The Board formed a working group from among its members in 2019 to take up the task with the support of ICA staff. The Board Mandate Working Group was not able to complete its study in time to report to the 2019 General Assembly in Kigali and, not long afterwards, the COVID pandemic arrived. After meeting in January 2020, the Group did not meet again until the end of 2021.

The Working Group provided a preliminary report, "Reflections on the Functioning of the ICA as a Whole", to ICA members at the General Assembly in 2022 in Seville.

In late 2022, the new ICA Board of Directors, elected in Seville, established a Working Group on Membership Fees and Voting Rights¹. Picking up where the former Board Mandate Working Group left off, the new Working Group was tasked with reviewing and developing recommendations for the Board of Directors on membership fees and the allocation of voting rights. In the course of examining these questions, the Group also

¹ The members of this working group include Alexandra Wilson (Chair), María Eugenia Pérez Zea, Xiomara Nuñez de Céspedes, Dr. Carlos Zarco, Kenki Maeda (representing Toru Nakaya) and Alireza Banaeifar (representing Bahman Abdollahi).

considered the question of who should belong to the ICA. The results of the latter deliberations were reflected in the membership provisions of the ICA's new Articles of Association, adopted at the June 2023 General Assembly in Brussels. Appendix "A" sets out the current membership eligibility requirements and the membership vision lying behind them.

The Working Group tabled a preliminary report at the June 2024 General Assembly. Appendix "B" provides an excerpt from that report explaining how membership fees and voting rights have been calculated since the 2008 and 2015 reforms and explores the problems with these methods. Appendix "C" lays out proposed principles for a new approach to each, as shared with the Members at the June General Assembly.

Proposals under Development

Working from the principles set out in Appendix "C", the Working Group has elaborated detailed proposals for both membership fees and voting rights. These require some further work before they are shared with the membership for feedback. The main elements of each are set out below. Questions still to be settled are identified in the next section of this report.

Membership Fees

- ❑ Every voting member will pay a membership fee based on its size, as measured by its annual revenue.
- ❑ The fee will be set with reference to a scale similar to a progressive income tax scale, except that the marginal rate will fall rather than rise as one ascends the scale.
- ❑ There will be two scales: one for national apex bodies and one for other members.
- ❑ The fee will be recalculated at regular intervals, using updated revenue data from the member.
- ❑ The fee will be based on the member's average annual revenue over a fixed number of years preceding the year the fee takes effect. This will spread out the effect of particularly good or bad financial years, reducing volatility in the member's fee. At present, the Working Group is contemplating a three-year average, as shown in the following example:
 - The member's fiscal year end is December 31.
 - Invoiced in late 2025, its 2026 membership fee will be based on the average of its revenue reported in each of its 2022, 2023 and 2024 fiscal years.
- ❑ Fees will be assessed and paid in euros. For simplicity, revenues reported in other currencies will be translated into euros at a single conversion rate: the interbank rate in question in effect for the currency on the last day of the year ending one year before the fee year.
- ❑ Minimum fees will continue to apply, with a separate minimum for each of the four categories in the World Bank Country Income Index (high income, upper middle income, lower middle income, low income) for each of three different types of voting member:
 - national multi-sectoral apex bodies;

- other representative bodies (i.e., sectoral federations, sub-national multi-sectoral federations, supranational federations, etc.);
- primary co-operatives, mutuals and other non-representative bodies.

The minimums will be considerably lower than the current minimums, enabling the ICA to admit smaller co-operatives.

- A maximum fee per member will apply. (Currently there is a limit on the fees the members in a single country pay together—the “country cap”—but no maximum per member.)
- The minimums and the maximum will be indexed annually to offset inflation.
- If membership fees are reset annually, members paying a fee between the minimum and the maximum will see their fee change, up or down, with changes in their own revenues. If the reset occurs less often, the annual fee will need to be indexed between resets.
- The member’s revenues will be determined by reference to its audited financial statements. In the absence of audited statements, secondary evidence of the member’s revenue will be sought (e.g., annual report or government filing).
- The passport system that now allows members of apex and other representative bodies to participate in the ICA’s regions and Sectoral Organisations without belonging directly to the ICA and without paying fees will change. Sectoral Organisations will have the option of charging additional membership fees, as they did before the current fee system was adopted in 2008.
- Small fee increases and decreases will take effect, in full, from the first year following adoption of the new system; larger increases and decreases will be phased in over time.
- Members admitted after the adoption of the new approach will pay the full assessed fee on joining.
- Where they wish, the ICA members in a single country will be allowed to redistribute the ICA fee among themselves, provided that together they pay their full assessed amount.
- Associate members will pay a fixed fee, as they do now. The fee will be indexed annually.

Voting Rights

- A new scale for primary cooperatives, mutuals and other non-representative bodies will allocate from 1 to 5 votes to each member, depending on how many direct members it has.
- A new, separate scale for representative bodies (e.g., apex bodies, alliances, co-op unions, federations, associations, centrals) will allocate from 1 to 5 votes to each member, depending on how many direct and indirect members it has.

- ❑ About 20% of present members will fall into each band on each of the two different scales. By contrast, the current bands capture a widely varying percentage of our present members—from 1% to 26%.
- ❑ The maximum number of votes per member will fall from 12 to 5.
- ❑ The 25-vote country cap will be removed or greatly increased, benefiting 98 members: 5 in Africa, 39 in the Americas and 54 in Asia Pacific. (No members in Europe are affected now by the cap.) Nine countries now capped will have a higher share of total votes (rising, on average, from 2.6 to 4.4 per cent): Argentina, Colombia, India, Japan, Kenya, South Korea, Paraguay, the Philippines and the United States. Two countries now capped—Brazil and Nepal—will see a very small decline in their share of total votes (from 2.6 per cent to 2.4 and 2.3 per cent, respectively).
- ❑ Countries with more ICA members and larger members will carry more votes than those with fewer and smaller members.

Questions to Be Settled

Membership Fees

- ❑ **How often should the membership fee be reset?** Resetting the fee every year will ensure that it is sensitive to the member's changing financial capacity. Less frequent resets would be easier for the ICA to administer but will lead to more abrupt changes in the fee. In addition, if the ICA is to cover its costs as they rise with inflation, the fee would need to be indexed in the years in which it is not reset.
- ❑ **How should revenue be defined?** Annual turnover, or gross revenue, is a standard measure of business size and is a simple number to calculate. For the great majority of members, the fee paid to the ICA will represent only a very tiny fraction of their total revenue; a more complex method of calculating revenue may be fairer in theory but make no meaningful difference in practice.
- ❑ **How should fee increases and decreases be phased in?** One option is to phase in material changes in equal steps over several years. Alternatively, increases and decreases can be capped at a fixed percentage of current fees. The fees would then be indexed annually until the capped fee reached the fee calculated according to the scale. In the case of national apex bodies, the Working Group is proposing that fees fall to the amount determined by the new scale only as new members join the ICA in the same country.
- ❑ **Should Sectoral Organisations be allowed to charge direct fees to all their members or only those that do not belong directly to the ICA?**

Voting Rights

- ❑ **Is it better to remove the country cap or increase it?** To address concerns that one country may gain an undue influence in the ICA if the cap is removed and, at the same time, eliminate resistance to admitting new members in countries at the cap, the cap could simply be raised to, for example, 15 per cent of total votes.

General Remarks

An key goal of any new method of setting membership fees must be to arrive at a fairer way to share the cost of supporting the ICA among its members. Today, national apex bodies make up 23 per cent of the ICA's membership. Their share of total assessed membership fees is 43 per cent. Two-thirds of this is allocated to only six national apex bodies.

Representative bodies in general are contributing a much higher share of their total revenues to the ICA than are the businesses in our membership. Many representative bodies can pay their assessed fees without difficulty; others cannot. The Working Group's aim is to arrive at a method that ensures that all members can afford their fee. At the same time, the ICA cannot reduce its total income from membership fees. As a result, if fees go down for some members, they must go up for others. The challenge will be to keep the increases within reasonable bounds while fully addressing the need of many ICA members for meaningful fee relief.

Arriving at a new, fairer system for allocating voting rights is less challenging. The Working Group's current proposal would result in changes in the share of votes allocated among countries, continents and types of member, but not to a degree that would disenfranchise any member or lead to undue influence by the members in any country.

Timeline

The Working Group reported at the June General Assembly that it expected to complete its work in time for the ICA Board of Directors to put final proposals to the Members at the November 2024 General Assembly. In the event, it has taken longer than expected to develop a set of proposals that meet the objectives set by the Working Group without causing undue disruption to the ICA's existing members. It is now expected that detailed proposals will be shared with the Members early next year and that final proposals will be presented at the next General Assembly.

Appendix "A": The ICA Membership

Under the ICA's new Articles, adopted in June 2023, cooperatives of every type and size may join the ICA as voting members, as may organisations that, due to regulatory barriers or the lack of a cooperative statute in their country, are not incorporated as cooperatives but self-identify and operate as such. Voting membership is also open to mutual organisations and sectoral or multi-sectoral federations of cooperatives at all levels. All voting members must meet four criteria on a continuing basis. They must

- have a legal personality,
- be properly constituted under the laws of their own country,
- support the purpose of the ICA, and
- operate on a cooperative basis, that is, in a manner consistent with the *Statement on the Cooperative Identity*.

Associate membership is open to

- organisations that support the cooperative movement but do not themselves operate as mutuals, cooperatives or federations of cooperatives or mutuals, and to
- organisations eligible for full membership who wish to join the ICA for a trial period not exceeding two years.

The vision behind the new membership eligibility provisions is of an international association comprising actors of all kinds, other than individuals, drawn from all levels of the cooperative and mutual movement, who share a belief in international cooperation and a desire to join together to advance the growth and development of the cooperative and mutual economy. The hope behind this reorientation is that, by seeking a much larger and more diverse membership, the ICA will address to some degree the problems that arise from the current weak connection between the ICA and the base of the cooperative movement. These problems include the difficulty of disseminating our message widely and lack of ready access to the energy, talent and keen awareness of the life of primary cooperatives that might assist us in using our very limited resources to best effect. A larger membership should also provide a stronger economic base for the ICA.

Appendix “B”: Approach to Membership Fees and Voting Rights Adopted in 2008 and Revised in 2015 and Problems Subsequently Encountered

For reference, infographics explaining the current system of calculating membership fees and voting rights may be downloaded in English, French and Spanish at:

<https://cloud.ica.coop/index.php/s/eg2BC28NR5TZkww>.

Membership Fees

The Current Method

The fee for each member is set every four years, using the following formula:

$$\text{Base Fee} \times \text{Representation Factor} \times \text{Economic Factor}$$

Established based on the ICA’s budget, the **Base Fee** is the same for all members. It is set at a level intended to provide the ICA with the income we need to fulfil our mandate after taking into consideration the factors below.

Each member has a different **Representation Factor**, based on the number of individual members belonging to or represented by the member in comparison to the average among all ICA members.

Each country has a different **Economic Factor** based on its Gross Domestic Product Purchasing Power Parity (GDP PPP). The factor is the ratio of the country GDP PP to the world average GDP PPP. A country with a slower growing economy, as measured by GDP, will have a ratio below one. A country with a faster growing economy will have a ratio above one.

The Representation Factor is set at no less than 0.25 and the Economic Factor no less than 0.5, yielding a minimum fee of 12.5 per cent of the Base Fee (1.0 x .25 x .5). The present minimum fees are € 1,314 in the poorest country in which we now have members and € 12,081 in the richest.

A member’s fee rises faster over time if

- its membership numbers are growing faster than the average for all ICA members;

- its country's GDP is rising faster than the world average.

Conversely, its fee grows more slowly if

- its membership numbers are shrinking or growing more slowly than the average for all ICA members;
- its country's GDP is rising more slowly than the world average.

The formula for setting membership fees is applied only once every four years. In the years in between, fees may rise, but only with inflation. When the formula is applied, no member's fee goes up by more than 10 per cent. A country cap on membership fees limits the maximum revenue the ICA receives from any one country. The current cap is € 276,458.

Drawbacks

The formula has a number of drawbacks:

- Membership fees are volatile and difficult for members to predict. This volatility has four sources. The changing value of the member's currency against the euro (1) and ICA membership changes in the member's country (2) can cause volatility every year. Inducing large changes every four years are changes in the relative size of the cooperative movement the member represents (3) and changes in the relative strength of the national economy in which it operates (4).
- The formula is complex to understand and administer.
- The country cap on fees acts as a disincentive to recruiting new members in countries subject to the cap.
- When an organisation withdraws from membership, the membership fee it paid is transferred to other members in the same country, a practice that is ill-understood and deeply unpopular.
- The current minimum fees are too high for small cooperatives.
- Most important, the current formula does not apportion the cost of operating the ICA fairly across the membership:
 - There is no necessary correlation between a member's capacity to pay, as measured by its economic activity, and the relative wealth of the country it is situated in. The Economic Factor reduces the membership fee of some members unnecessarily.
 - For representative bodies (e.g., national apex bodies) without commercial activities, there is no correlation between their revenues and how many cooperators they represent. Many such organisations are underfunded themselves. Basing their fees to the ICA on memberships represented produces fees that make up a very material portion of what is often a very small budget. The expectation when the system was adopted that apex bodies would act as fee collectors for the ICA has not proven practicable.

Allocating Voting Rights

The Current Method

Voting rights are allocated now based on the relative size of each member, as measured by the number of individual members or end users the member represents both directly and indirectly. Adjustments are made to avoid counting the same individual more than once. (The same adjustment is made for purposes of calculating membership fees.)

Membership Tier	Number of Individual Members Represented	Votes
1	Less than or equal to 2,500	1
2	Greater than 2,500 and lower than 50,000	2
3	Equal to or greater than 50,000 and lower than 100,000	3
4	Equal to or greater than 100,000 and lower than 500,000	4
5	Equal to or greater than 500,000 and lower than 1,000,000	5
6	Equal to or greater than 1,000,000 and lower than 1,500,000	6
7	Equal to or greater than 1,500,000 and lower than 2,000,000	7
8	Equal to or greater than 2,000,000 and lower than 3,000,000	8
9	Equal to or greater than 3,000,000 and lower than 5,000,000	9
10	Equal to or greater than 5,000,000 and lower than 10,000,000	10
11	Equal to or greater than 10,000,000 and lower than 30,000,000	11
12	Equal to or greater than 30,000,000	12

As shown above, no member has more than 12 votes. In addition, a country cap of 25 votes limits the number of votes that members in any one country may hold together.

Eleven countries are subject to the cap today: Argentina, Brazil, Colombia, India, Japan, Kenya, Korea (Republic of), Nepal, Paraguay, the Philippines, and the United States. Fully 38 per cent of the ICA's members now see the number of votes they hold reduced because of the country cap.

Drawbacks

- The formula lacks transparency and, where the country cap applies, is complex to administer.
- In countries subject to the cap, when a new member joins, the existing members in that country lose votes. This acts as a disincentive to encouraging and supporting the admission of new members in that country.

- The formula may be perceived as undemocratic: the country cap and the current tiers² work together to allocate votes in a manner that does not fully reflect the distribution of either ICA members or memberships represented across the globe.

Appendix “C”: Principles to Guide A New Approach to Setting Membership Fees and Voting Rights

Membership Fees

1. The method of setting membership fees should be transparent, simple to understand and reasonably easy to administer.
2. Broadly speaking, belonging to the ICA should be affordable to cooperatives large and small, in all parts of the world, and in all economic sectors in which cooperatives are to be found.
3. The financial burden of supporting the ICA must be fairly shared among its members, with the strongest shoulders carrying the greatest load.
4. Membership fees should be based on capacity to pay, as determined through a financial measure.
5. Changes in the member’s fee should be tied to the growth or decline of its own business and not to its size relative to that of the average ICA member.
6. The method of setting fees must not erect barriers to membership growth; the ICA’s income must be allowed to rise as our membership grows.
7. Cooperatives who wish to participate in the ICA’s sectoral organisations must not have a financial incentive to seek indirect rather than direct membership in the ICA.
8. Membership fees should be reasonably predictable for the member from year to year.
9. Revenue from membership fees must rise regularly to offset the effect of inflation on the cost of operating the ICA.
10. When a member in a given country leaves the ICA, the fees charged to the remaining members in that country should not rise as a result.
11. To ensure that the ICA stays focused on its core purpose and remains accountable to its members, membership fees should continue to constitute the ICA’s single most important source of revenue, even as other sources of revenue are pursued.

Voting Rights

1. The method of allocating voting rights must not serve as a disincentive or obstacle to recruiting new members or retaining existing members.

² The number of ICA members falling into each tier varies from as few as 1% to as many as 26% of our present members.

2. Every full member must have a voice in the ICA.
3. Democratic control should be based on member / end user representation: members that represent, directly or indirectly, large cooperative movements should have more votes than members from smaller movements.
4. The system of allocating votes should be easy to understand and explain. The objectives behind it should be fully transparent.
5. The system should be straightforward to administer.

11. Amendment to the Internal Rules of the General Assembly

According to the ICA Rules of the General Assembly, Article 2, the ICA calculates the membership fees on a four-year cycle. The current four-year cycle is ending on 31 December 2024 because it runs from 2021-2024.

Since potential amendments to the voting rights and membership fees will be postponed until the ICA General Assembly in 2025, it is necessary to extend the current cycle for one additional year.

The following sentence should be added to Article II (Membership Fee Calculation Method) which would allow for a one-year extension of the current 4-year cycle:

The 4-year cycle from 2021-2024 shall be extended by one year, to run from 2021-2025.



APPROVAL OF AMENDMENT TO THE INTERNAL RULES OF THE GENERAL ASSEMBLY, ARTICLE 2	
ABSTAIN	
AGAINST	
FOR	

12. Cooperative Identity Consultation and Recommendations

This agenda item includes the following parts:

- A report on the Cooperative Identity Consultation
- A resolution for approval titled: “Articulating, Living, Communicating and Protecting Our Shared Cooperative Identity”
- Recommendations from the Board of Directors
- Proposed Revised Statement on the Cooperative Identity

- Explanation of the proposed changes to the ICA Statement on the Cooperative Identity

Report to November 2024 ICA General Assembly on the Cooperative Identity Consultation

Background

At the 2019 General Assembly in Kigali, Rwanda, the members of the ICA agreed to hold the 33rd World Cooperative Congress on the theme of “Deepening our Cooperative Identity”. The Congress, which took place in Seoul, Korea from 1-3 December 2021, explored how cooperatives around the world give expression to the Cooperative Identity and marked the start of an intensive examination of the *Statement on the Cooperative Identity* adopted in Manchester in 1995.

The consultation was to be a deep and wide reflection involving all sectors of the global cooperative movement at the primary, secondary, national and regional level. Its aims were these:

- to explore how well the *Statement on the Cooperative Identity* has stood the test of time and determine whether it remains fit for purpose;
- to enhance cooperatives’ understanding of the Cooperative Identity and increase its strategic value in their eyes;
- to stimulate cooperatives to take actions consistent with our shared Cooperative Identity to address the problems facing our contemporary world; and
- to identify steps the ICA and its members can take to strengthen and protect our shared identity.

A paper published ahead of the Seoul Congress provided the following account of the origins of the 1995 *Statement on the Cooperative Identity*:³

The first cooperative to enunciate the set of working principles reflected in the Statement on the Cooperative Identity was founded in Rochdale, England in 1844. Since this seminal moment, the cooperative movement has grown dramatically. Today it extends its reach to almost all the countries of the world, comprises more than a billion member-owners worldwide, provides approximately ten per cent of global employment and makes up over three million enterprises operating in a wide variety of economic sectors. Social, economic and political conditions have changed repeatedly and dramatically during the nearly two centuries since the first principles

³ Ann Hoyt, Santosh Kumar, Bruno Roelants and Alexandra Wilson, “Examining Our Cooperative Identity: Discussion Paper for the 33rd World Cooperative Congress, Seoul, 1-3 December 2021”, 5-6, <https://ica.coop/en/media/library/discussion-paper-33rd-world-cooperative-congress>

were drawn up, yet many of the cooperatives thriving today date their beginnings to more than 100 years ago and people continue to turn to the cooperative business model to meet their common needs, founding new cooperatives, often in new sectors, nearly every day. A major reason for the strength and lasting appeal of cooperatives across the globe is their common adherence to the fundamental operating principles, supported by overarching values, that continue to define a unique business model.

The operating rules elaborated by the Rochdale Pioneers evolved into a formal set of international cooperative principles following the establishment in 1895 of the International Cooperative Alliance (ICA). From the beginning, an important role of the ICA has been to define, advance and defend the principles. The first of these responsibilities has been met through three successive updates, each informed by consultations conducted democratically among the ICA's members: the first in the 1930s, the next in the 1960s and the last in the 1990s....

The most recent re-examination of the principles, carried out over several years and concluding with the adoption of the Statement on the Cooperative Identity at the 1995 Congress in Manchester, took place against a backdrop of major economic and social changes wrought by the liberation of the remaining European colonies; the end of the Cold War and the dramatic expansion of the European Union; the rise of neo-Liberal economic policies; the globalization of the world economy; and the advent of the new Information Age. These changed external circumstances, combined with the growth of cooperatives worldwide, including in new economic sectors, provided the impetus for a thoroughgoing review.

Despite a diversity of form and area of enterprise quite beyond the imagining of those who founded the world's first cooperatives, the cooperatives who participated in the 1990s review found that they had more in common than not and that, for the most part, the principles had stood the test of time. Indeed, there is a remarkable continuity from one version to the next, provided by the retention of the following elements:

- co-operatives are open enterprises;
- are politically neutral;
- are governed democratically;
- privilege persons over capital;
- and place great emphasis on the importance of education.

The Statement carries over from the 1966 version the principle of cooperation among cooperatives, which, though now more often interpreted to refer to trade among cooperatives and participation in associations of cooperatives, gave voice to the long-held aspiration of the European cooperators of the 19th century to establish a cooperative commonwealth.

The 1995 Congress reformulated the principles in a way that addressed the relevance of the cooperative business model in the face of changing economic conditions and emerging social and environmental issues. The addition of a new principle expressing a commitment towards the sustainable development of the

communities in which cooperatives are situated is of note in this regard. The Statement also contained, for the first time, a universal definition of cooperatives based on meeting peoples' common economic, social and cultural needs and aspirations and set out a series of overarching cooperative and ethical values that provided an important foundational complement to the operational principles. With these new elements, the Statement constituted a more complete set of international standards for cooperatives than any previous version and, as such, introduced the notion of an identity shared by cooperatives around the world.

Seven years after the adoption of the 1995 Statement, in 2002, its separate components were fully included in the International Labour Organization's Promotion of Cooperatives Recommendation, 2002 (n° 193). This marked the first time that the universal cooperative standards adopted by the international movement had been included in full in the official text of an organisation within the United Nations system. Recommendation 193 was adopted without opposition, indicating a full consensus within the international community. The Recommendation has in turn stimulated the adoption of cooperative statutes or changes to existing legislative statutes in many countries including China, Brazil, India, Italy, Spain, France, South Africa, Vietnam, the Philippines, Japan, Korea and several US states, thus further harmonizing and promoting the cooperative identity throughout the world.

The Congress background paper further set out the rationale for the current review of the Identity Statement:⁴

Twenty-five years have passed since the adoption of the Statement on Cooperative Identity. The pace of change and disruption in the world in which cooperatives arise and operate has not slowed: the technological revolution that preoccupied managers of cooperatives at the end of the last century has given way to the full digitalization of the economy, transforming business and trade in ways scarcely discernible by the most forward-looking business leaders of 25 years ago; girls across the globe have growing access to education and women are moving to take their rightful place in the productive activities and governance of their societies, challenging longstanding cultural norms in the process; younger workers in the advanced economies increasingly find themselves confined to the insecurity of the so-called gig economy, a status all too familiar to the peoples of the developing economies; continued economic globalisation and technological change have marginalized whole segments of the population in many countries, giving rise to a distrust of authority and populist, even reactionary, political movements; diversity, equity and social inclusion have become rallying cries in many countries; environmental degradation has worsened sharply and the spectre of climate change is now a current climate emergency; massive population displacements induced by a changing climate loom, particularly in the Global South; the aging and ultimate shrinking of the population in the developed economies holds the promise of reduced stress on the natural environment and the threat of economic stagnation; and a pandemic that reached every corner of the globe in a few short months has disrupted economies

⁴ Ibid, 6-8

everywhere, throwing many out of work, demonstrating the enormous potential heralded by remote work, and exposing the gaping holes in social safety nets everywhere.

The world's first formal cooperatives were arguably also the first actors in what today we call the social and solidarity economy, seeking as they did to organise economic enterprises whose aim was to meet people's common needs for goods and services on a basis that fairly shared the benefits of the business. They stood apart both from enterprises formed for the purpose of securing profits for their investors and from charitable undertakings that excluded recipients from any control over the provision of the goods and services on which they relied. Invoking the values of self-help and solidarity, cooperatives instead invited people to join together in voluntary associations to satisfy their common needs.

The 20th century saw the creation of public enterprises to deliver services that had once or might have been provided by cooperatives in such diverse sectors as energy, housing, health, insurance and public transport. The last 25 years have witnessed the birth of new forms of social enterprise that aim to serve and employ those living on the margins of society; seen the invention of B Corporations, which seek to balance purpose with profit, and the emergence of B certification systems; brought environmental, social and governance issues into the forefront of corporate concerns; and given rise to the emergence of purpose-driven investor-owned corporations. In the meantime, isomorphic forces, inevitable in their effect if left unchecked, have continued to lead well established cooperatives, especially those in the developed economies, to question the relevance of the cooperative identity as they adopt the practices and norms of the corporate sea that surrounds them, distance themselves from their members, and witness the failure or demutualisation of long-established peers.

The time has come to ask whether revisions are needed once again, or whether the Statement remains fit for purpose, perhaps with greater interpretive support.

The Consultation to Date

To oversee the consultation on the Cooperative Identity launched in 2021, the ICA Board of Directors appointed a body of 23 cooperative scholars, leaders and practitioners from across the world—the Cooperative Identity Advisory Group. Alexandra Wilson, a member of the ICA Board, was appointed Chair of the Group. She was assisted by a coordinating committee made up of Melina Morrison (Australia), Sonja Novkovic (Canada) and Akira Kurimoto (Japan). A full list of the Advisory Group members is available upon request.

The Advisory Group was tasked with reflecting on the results of the Congress, directing the consultations that followed it, and advising on any changes to the *Statement on the Cooperative Identity* that the Board might wish to propose to a General Assembly of ICA Members.

The consultation comprised the following activities:

- sessions at the **33rd World Cooperative Congress** exploring how cooperatives bring our common identity to life in different sectors of the economy;

- a **global survey** testing awareness of and soliciting top-of-mind views on the *Statement on the Cooperative Identity*;
- **regional and global workshops and webinars** examining multiple aspects of the Cooperative Identity in depth;
- an **online discussion platform** hosted by the ICA in more than 30 languages;
- **self-guided consultation sessions** exploring sectoral and country views on the Identity Statement and the Cooperative Identity more broadly.

The World Cooperative Congress was attended by 1,600 people. Some 2,300 cooperators from 136 countries answered the survey. Hundreds of people from around the world attended the workshops and webinars hosted by the ICA and many hundreds more those organised within national cooperative movements. Several dozen individuals joined the online discussion platform, and 24 organisations and individual cooperators submitted consultation session reports or made formal submissions setting out their views on how well the Identity Statement has served the movement.

The survey revealed that, among cooperators, there is strong but not universal familiarity with the foundational cooperative identity documents. Respondents were more familiar with the seven Cooperative Principles than the *Statement on the Cooperative Identity* as a whole. Far fewer were aware of the interpretive support available through the ICA [Guidance Notes on the Cooperative Principles](#). Respondents of all types noted that the Identity Statement has not been promoted sufficiently, particularly among government actors. They also called for more internal education in the movement on the Cooperative Identity. These same themes were sounded during the subsequent consultation activities.

With respect to how well the *Statement on the Cooperative identity* meets the needs of the movement, the consultation demonstrated that there is agreement across the globe that, on the whole, the Statement has stood the test of time. To date, no one has proposed radical changes. This said, many consultation participants expressed a desire to see the language of the Statement updated. Others advocated the addition of new values or principles addressing such contemporary concerns as peace, diversity and inclusion, and the protection of the natural environment. Yet others proposed extending the scope of certain of the existing principles, notably Principle 5: Education and Principle 7: Concern for Community. Notably, some consultation participants question whether the Cooperative Principles capture our responsibility to future generations. Just as many people argued that the Statement should remain unchanged.

Views are divided on whether cooperatives are losing ground to other actors in the areas of environmental responsibility, redressing social inequities, and fostering diversity and inclusion. While most respondents thought not, the survey identified distinct differences of opinion by country, with those from countries with developed economies, particularly but not exclusively in the Anglosphere, more inclined than those from developing economies to worry that cooperatives are losing ground to the social and solidarity economy and even to forward-looking investor-owned firms. They are joined in their concern by cooperative researchers and educators.

Recommendations for the Members' Consideration

After deliberating on the views expressed through the various consultation activities and reviewing the formal submissions from members of the ICA, the Advisory Group presented a set of recommendations to the Board of Directors. The Board reviewed those and approved the resolutions that follow this report for the members' consideration at the November 2024 General Assembly. The first proposes a set of actions the ICA and its members can take to better articulate, live, communicate and protect our shared Cooperative Identity. A list of the recommended actions may be found following the resolution. The second proposes that a Congress be held at a time and place to be determined by the Board for the purpose of considering amendments to the *Statement on the Cooperative Identity*. The suggested amendments follow the second resolution. The two resolutions will be voted on separately.

The Process from Here

Under the ICA's Articles of Association, if amendments to the *Statement on the Cooperative Identity* are to be considered, the Board must first present a resolution proposing changes to the General Assembly. With this report, that step has been taken. Further consultation within the membership must then follow, a Congress must be held, and, before changes can take effect, they must be adopted at another General Assembly. That Assembly must follow but may be organised in conjunction with the Congress.

In response to the views expressed over the course of the consultation that will follow this General Assembly if the resolution is adopted, the Board may decide to take this revised *Statement on the Cooperative Identity* to the General Assembly that will follow the Congress, or it may present another version. Regardless, when the General Assembly takes place, the members will have three options:

1. leave the 1995 version of the Statement in place, making no changes to it;
2. approve the revised Statement, as then proposed, without variation; or
3. approve the revised Statement, as then proposed, with variations.

It should be noted that the General Assembly can validly amend the *Statement on the Cooperative Identity* only if at least fifty of the ICA's Full Members are present or represented. The decision to amend must achieve a majority of at least fifty per cent plus one (1) of the votes cast by the Full Members present or represented.

Draft Resolution for Consideration by the members at the November 2024 General Assembly Respecting Articulating, Living, Communicating and Protecting our Shared Cooperative Identity

September 2024

WHEREAS

1. Sustained success and rapid expansion of the cooperative movement followed the 1844 adoption by the Rochdale Society of Equitable Pioneers of rules guiding the operation of their cooperative.
2. The operating rules conceived by the Rochdale Pioneers evolved into an official set of universal Cooperative Principles following the establishment of the International Cooperative Alliance in 1895.
3. After a formal re-examination of the Principles in the nineteen-thirties, revisions were adopted in 1937 to render them more appropriate for the wide variety of cooperatives that had by then emerged.
4. Since that period, the Principles have been revised twice, first in 1966 and then in 1995, each time following extensive consultations with the ICA membership.
5. In 1995, at the 31st World Cooperative Congress convened to celebrate the ICA's 100th anniversary, delegates adopted the *Statement on the Cooperative Identity*. In addition to updated Principles, the Statement introduced a universal definition of a cooperative and set out the values that underpin the cooperative enterprise model.
6. Taken together, the Definition, Values and Cooperative Principles provide cooperatives with a shared identity, one that distinguishes them from other forms of economic enterprise, contributes to their perennity, and imparts a sense of belonging to a unified whole with shared characteristics that transcend many differences.
7. Enshrined in the Articles of Association of the ICA, the *Statement on the Cooperative Identity* is the point of reference for determining whether a cooperative seeking membership in the ICA operates on a cooperative basis. Organisations admitted as members undertake to adhere to the Statement's provisions.
8. In response to calls for clarification of the Cooperative Principles, their application, and their relevance to contemporary issues, in 2015 the ICA published the *Guidance Notes to the Co-operative Principles* as a complement to the Identity Statement.
9. The Statement has been recognised in law through the adoption of *Promotion of Cooperatives Recommendation, 2002 [No. 193]* by the International Labour Organization and inclusion, in whole, in part or by reference, in many national laws regulating cooperatives.
10. The unique features of cooperatives, as set out in the Statement, have been recognised and endorsed by multilateral bodies, including the United Nations. UN

Resolution 56/114, adopted in December 2001, drew the attention of member governments to UN guidelines advising that “the International Co-operative Alliance Statement on the Cooperative Identity should be taken as the base and operationalised in terms of cooperatives’ position in the context of the marketplace as distinctive from other forms of business enterprise.”

11. Recognising the vital role of cooperatives in achieving internationally agreed development goals, the United Nations has twice declared an International Year of Cooperatives; 2012 was the first and 2025 is the second. IYC 2025 will allow cooperatives of all kinds to showcase their contributions to social and economic development generally and to the implementation of the Sustainable Development Goals specifically.
12. Following our 125th anniversary, at the 33rd World Cooperative Congress held in 2021, the ICA launched a fresh examination of the Cooperative Identity.
13. Conducted over the past three years under the guidance of a group of cooperative practitioners, leaders and scholars convened by the Board of the ICA—the Cooperative Identity Advisory Group—the consultation comprised
 - a survey of cooperators across the globe to test awareness of the *Statement on the Cooperative identity* and solicit top-of-mind thoughts on its continuing relevance;
 - a series of webinars exploring varied aspects of the Cooperative Identity;
 - self-guided consultations on the Cooperative Identity conducted among the ICA’s members and within the different structures that comprise the ICA;
 - an online discussion forum;
 - submissions from ICA members;
 - deliberations within the Cooperative Identity Advisory Group.
14. The consultation revealed
 - high awareness among cooperators of the Cooperative Principles, lower awareness of the other parts of the Cooperative identity Statement, i.e., the Definition and Values, and still lower awareness of the *Guidance Notes to the Cooperative Principles*;
 - a concern that the features that distinguish the cooperative form of enterprise from other enterprise models are little known and too often ill-understood beyond the cooperative movement;
 - widespread agreement that the Statement has stood the test of time and, on the whole, remains fit for purpose;
 - a desire on the part of many to refine the Statement to ensure its continuing relevance in a changing world; and
 - a need to deepen and strengthen our shared Cooperative Identity and ensure the continued growth and success of the cooperative movement through

actions that speak to how we live, communicate and protect our Cooperative identity.

15. Deepening and strengthening our shared identity as cooperatives is the responsibility of all actors within the cooperative movement.
16. As provided in Article 54.2 of the ICA's Articles of Association, changes to the *Statement on the Cooperative Identity* require the approval of fifty per cent plus one of the votes cast at a duly constituted meeting of the General Assembly of the ICA at which at least fifty per cent of the Full Members of the ICA are present or represented. The vote must be preceded by a full process of consultation among the Members, Regions and Sectoral Organisations of the ICA culminating in a Congress to consider the proposed changes.
17. The process set out in the Articles for making changes to the Statement is meant to ensure that
 - a vote to approve changes to the Statement takes place only after thoroughly democratic process of consultation and debate;
 - changes enjoy the widespread support of the ICA's membership and will not weaken the unity of the international cooperative movement.

THEREFORE BE IT RESOLVED THAT the General Assembly adopt the following recommendations from the Board of Directors respecting articulating, living, communicating and protecting our shared cooperative identity;

AND BE IT FURTHER RESOLVED THAT the General Assembly call for a Congress to be held at a time and in a location determined by the Board of Directors for the purpose of considering changes to the Statement on the Cooperative Identity.

Recommendations from the Board of Directors

ARTICULATING OUR COOPERATIVE IDENTITY

The challenge: Ensuring that formal, written expressions of the Cooperative Identity clearly set out the universal features that distinguish cooperatives from other forms of economic enterprise and impart a sense of belonging to a unified whole whose purpose transcends that of any single cooperative.

Recommendations:

1. The ICA should periodically refresh the *Guidance Notes to the Cooperative Principles* to
 1. include a discussion of the Definition of a cooperative and the Values underpinning the Cooperative Principles, as set out in *Statement on the Cooperative Identity*;
 2. address interpretation questions arising from the challenges and opportunities facing cooperatives at this time in history;
 3. render the language suitably contemporary.

2. The ICA should encourage its members to draw up declarations that set out, for the benefit of their members, elected leaders, managers and employees, and the public, how they give life to the Cooperative Identity.

LIVING OUR COOPERATIVE IDENTITY

The Challenge: Achieving consistency between the *Statement on the Cooperative identity* and the actual practice of cooperatives.

Recommendations:

1. Federative structures within the cooperative movement must see themselves as stewards of the Cooperative Identity, with a responsibility to provide continuing guidance to their members—through promotion and education—on effective ways to put the cooperative values and principles into practice. They should formalise this responsibility and regularly call on their leaders to account for their actions in upholding it.
2. The ICA should explore the feasibility of transforming the current cooperative marque into an internationally recognised label, to be used in cooperative publications, product labels, advertising, publicity materials and other communications, identifying the entity as an authentic cooperative. Ideally, the label would be supported by
 1. regular reporting by the cooperative to its members on its continuing compliance with the *Statement on the Cooperative Identity*; and
 2. a system providing for third-party verification of compliance with the marque requirements.
3. The ICA and its members should promote the sharing of best practices in living the Cooperative Identity through communities of practice, exchanges among peers and other such means.

COMMUNICATING OUR COOPERATIVE IDENTITY

The Challenge: Increasing awareness both within and outside of the cooperative movement of the distinct nature of the cooperative form of enterprise and the vital part cooperatives play in building a better world.

Recommendations:

1. The ICA should develop a global communications strategy for promoting awareness of the Cooperative Identity that is simple, actionable and inclusive of all stakeholders.
2. Beginning in IYC 2025 and continuing afterwards, the ICA and its members should take coordinated action across the globe to communicate the Cooperative Identity among a wide range of stakeholders, including public authorities, multilateral organisations, civil-society organisations, business leaders, educational institutions, researchers, consumers and the public.
3. The ICA and DotCoop should work together to leverage existing global cooperative brand assets.

4. The ICA should produce and periodically refresh an electronic toolkit derived from the *Guidance Notes to the Cooperative Principles*. The toolkit should identify and support with real-life examples practical actions cooperatives can take to operationalise the Cooperative Identity.
5. The ICA should promote frameworks and tools that help cooperatives
 1. articulate their purpose;
 2. identify and measure the value they create for their members and the wider community; and
 3. communicate the cooperative difference to multiple publics.
6. As resources permit, the ICA and its members should promote and support efforts to strengthen awareness of the Cooperative Identity among the members, elected leaders, managers and employees of cooperatives and throughout the broader society through the inclusion of cooperative content in employee induction programs, in all levels of the formal education system and in continuing-education programs for professionals.

PROTECTING OUR COOPERATIVE IDENTITY

The Challenge: Ensuring that public policy, laws and regulations properly recognise and respect the Cooperative Identity and that only genuine cooperatives present themselves to the public as cooperatives.

Recommendations:

1. The ICA and the federative structures within its membership should explicitly assume the role of stewards and defenders of the Cooperative Identity, promoting such essential features as members' active engagement with their cooperative and use of its products and services.
2. As resources permit, the ICA should work with the appropriate representative bodies in its membership to
 1. monitor the laws and regulations under which cooperatives become legal entities, with a view to ensuring that they genuinely reflect the Cooperative Identity;
 2. in the above context, restrict the use of "coop" or "cooperative" in an entity's name to genuine cooperatives;
 3. ensure that legislation that allows cooperatives to raise equity capital from non-user investors clearly distinguishes the role of such investors from that of the cooperative's member-users and provides sufficient protections to ensure that external capital remains the servant of the cooperative;
 4. advocate generally for laws and public policies that accord terms to cooperatives that are no less favourable than those accorded to other forms of enterprise.
3. To strengthen and protect the Cooperative Identity, the ICA should

1. encourage and facilitate research into cooperatives; and
 2. work to ensure that educational initiatives related to the cooperative enterprise model accurately project and underscore the importance of the Cooperative Identity.
4. To protect the reputation of the cooperative movement and ensure its continued expansion, the ICA and the federative bodies within its membership should identify and promote the use of effective approaches to enterprise risk management, including but not limited to prudential standards suitable for cooperatives of varying size and kind.



APPROVAL OF THE RECOMMENDATIONS FROM THE ICA BOARD

ABSTAIN	
AGAINST	
FOR	



APPROVAL TO CALL FOR A CONGRESS

ABSTAIN	
AGAINST	
FOR	

Proposed Revised *Statement on the Cooperative Identity*

ICA Statement on the Cooperative Identity

Definition

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

Values

Cooperatives are founded on the values of mutual self-help, personal responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, they embrace the ethical values of honesty, transparency and accountability. Stewards for future generations, they practise social and environmental responsibility.

Cooperative Principles

Seven principles guide cooperatives in putting these values into practice.

1st Principle: Voluntary and Open Membership

Cooperatives are voluntary organizations, open without discrimination of any kind to all persons able to use their services and willing to accept the responsibilities of membership.

2nd Principle: Democratic Member Control

Cooperatives are democratic organizations controlled by their members, who have a vote and a voice in the affairs of the cooperative. Persons serving as elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote). Cooperatives at other levels are organized on the democratic basis determined by their membership.

3rd Principle: Member Economic Participation

Members participate in their cooperative as producers, consumers, workers, community members or independent business owners. They contribute equitably to its capital, a portion of which remains common property under the democratic control of the cooperative. Members receive a limited return, if any, on capital subscribed as a condition of membership.

Cooperatives allocate surpluses for any or all of the following purposes: developing the cooperative; setting aside reserves to meet the cooperative's future needs; benefiting members in proportion to their business with the cooperative; and advancing other purposes supported by the membership.

4th Principle: Autonomy and Independence

Cooperatives are independent organizations controlled by their members. When they enter into agreements with governments or other organizations, or raise capital from external sources, they do so on terms that do not weaken the members' democratic control or undermine the cooperative's autonomy.

5th Principle: Education, Training and Public Promotion

Cooperatives provide education and training to their members, elected representatives, managers and employees to strengthen their engagement with the cooperative and enable them to contribute fully to its success and its democratic life. They inform the public—particularly young people and opinion leaders—about the nature and benefits of cooperation.

6th Principle: Cooperation among Cooperatives

Cooperatives serve their members and strengthen the cooperative movement when they use the services of other cooperatives and work together through local, national, regional and international structures to meet their common goals and advance their aspirations for the movement.

7th Principle: Community Engagement

Through responsible business practices and policies supported by their members, cooperatives work for the wellbeing of the communities in which they operate and a peaceful, just and environmentally sustainable future for all.

Explanation of proposed changes to the ICA *Statement on the Cooperative Identity*

Definition

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

No changes proposed.

Values

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

Cooperatives are founded on the values of mutual self-help, personal responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, they embrace the ethical values of honesty, transparency and accountability. Stewards for future generations, they practise social and environmental responsibility.

Notes:

Stronger than “based on,” “founded on” suggests that the values are the foundation upon which a cooperative is built.

“Mutual self-help” replaces “self-help.”

“Self-responsibility,” though in the dictionary, is seldom heard in English. “Personal responsibility” conveys the meaning more clearly.

“In the tradition of their founders, they embrace” solves a grammatical problem with the current version (individual members do not have founders; their coops do).

“Transparency” replaces “openness,” which is ambiguous (does it mean accessibility or transparency?). “Accountability” is essential to democracy.

“Caring for others” is redundant (“solidarity,” a much stronger word, captures the idea).

“Stewards for future generations, they practise social and environmental responsibility” brings in the natural environment, as well as the idea that today’s members are stewards for tomorrow’s.

Cooperative Principles

The cooperative principles are guidelines by which cooperatives put their values into practice.

Seven principles guide cooperatives in putting these values into practice.

Notes:

The word “Guidelines” too often connotes something non-binding.

1st Principle: Voluntary and Open Membership

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

1st Principle: Voluntary and Open Membership

Cooperatives are voluntary organizations, open without discrimination of any kind to all persons able to use their services and willing to accept the responsibilities of membership.

Notes:

This succinct formulation avoids adding to the list of prohibited grounds as societal values change. It leaves out no constituency that has suffered from discrimination.

A higher-level statement.

2nd Principle: Democratic Member Control

Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives members have equal voting rights (one member, one vote) and cooperatives at other levels are also organized in a democratic manner.

2nd Principle: Democratic Member Control

Cooperatives are democratic organizations controlled by their members, who have a vote and a voice in the affairs of the cooperative. Persons serving as elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote). Cooperatives at other levels are organized on the democratic basis determined by their membership.

Notes:

“Men and women” is replaced by the more inclusive “persons.”

There are a great many cooperatives where members do not participate in setting policies in any way beyond electing the board. In general, degrees of member engagement vary enormously among cooperatives. A vote and a voice are two universal features.

Breaking the third sentence into two improves the readability of the text.

“Determined by their membership” underscores the idea of member control.

3rd Principle: Member Economic Participation

Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative.

Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

3rd Principle: Member Economic Participation

Members participate in their cooperative as producers, consumers, workers, community members or independent business owners. They contribute equitably to its capital, a portion of which remains common property under the democratic control of the cooperative. Members receive a limited return, if any, on capital subscribed as a condition of membership.

Cooperatives allocate surpluses for any or all of the following purposes: developing the cooperative; setting aside reserves to meet the cooperative's future needs; benefiting members in proportion to their business with the cooperative; and advancing other purposes supported by the membership.

Notes:

During the consultation, many argued for speaking generally to use of the cooperative's services or specifically proposed its inclusion within this principle, noting that use is a form of economic support. The statement proposed is broader and more universal in its application (it can be argued that being a member of a worker cooperative does not, in itself, constitute use of the cooperative's services). It also captures the idea of participation, which many consultation participants wanted to see.

The current formulation contains unnecessary qualifiers, making it too weak and too wordy.

4th Principle: Autonomy and Independence

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

4th Principle: Autonomy and Independence

Cooperatives are independent organizations controlled by their members. When they enter into agreements with governments or other organizations, or raise capital from external sources, they do so on terms that do not weaken the members' democratic control or undermine the cooperative's autonomy.

Notes:

A slight change to the wording is proposed, first, to acknowledge that the autonomy of economic entities of any kind is always constrained to some degree and, second, to improve the English.

5th Principle: Education, Training and Information

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public—particularly young people and opinion leaders—about the nature and benefits of cooperation.

5th Principle: Education, Training and Public Promotion

Cooperatives provide education and training to their members, elected representatives, managers and employees to strengthen their engagement with the cooperative and enable them to contribute fully to its success and its democratic life. They inform the public—particularly young people and opinion leaders—about the nature and benefits of cooperation.

Notes:

The title change is proposed as an alternative to splitting this principle into two, which, concerned that the second part is too often overlooked, some proposed during the consultation.

The Oxford comma after “managers” is unnecessary.

Adding “contribute fully” to a principle speaking to education and training for those within the coop helps get at the inclusion and equity pieces of “Diversity, Equity and Inclusion” (diversity is captured under Principle 1) The word “engagement,” is added, which many stated during the consultation was missing.

“General,” in the term “general public” is an unnecessary qualifier in this context.

6th Principle: Cooperation among Cooperatives

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

6th Principle: Cooperation among Cooperatives

Cooperatives serve their members and strengthen the cooperative movement when they use the services of other cooperatives and work together through local, national, regional and international structures to meet their common goals and advance their aspirations for the movement.

Notes:

The current principle does not capture doing business with other cooperatives.

The additional words answer the question “work together to what end?” “Advancing their aspirations for the movement” could mean, among other things, development of new cooperatives.

7th Principle: Concern for Community

Cooperatives work for the sustainable development of their communities through policies approved by their members.

7th Principle: Community Engagement

Through responsible business practices and policies supported by their members, cooperatives work for the wellbeing of the communities in which they operate and a peaceful, just and environmentally sustainable future for all.

Notes:

In English, the current title (“Concern for Community”) is weak. The proposed new title is inspired by the current French title.

“Policies approved by their members” is problematic as, in most large cooperatives, members have no direct role in setting policies, though they may influence them indirectly through their choice of leaders.

This principle was the one most criticized through the consultation, particularly by those who worry that cooperatives may be ceding ground to other actors in the social and solidarity economy or to forward-looking investor-owned firms or otherwise losing their distinctiveness in the marketplace.

13. Next General Assembly

The date and venue of the 2025 ICA General Assembly to be announced.

--- The official version of the text of the ICA General Assembly Official Meeting Documentation is the English version.

Complimentary translations are provided in French and Spanish as applicable. All language versions of the official meeting documentation are available at <https://ica.coop/en/events/ica-general-assembly-2024-new-delhi>. ---



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