



International
Cooperative
Alliance



Official Meeting Documentation

General Assembly

20 June 2022
Seville, Spain

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1. Appointment of the Bureau

According to the ICA Bylaws, standing orders for the General Assembly procedures, Article 29, paragraph 4:

The President appoints a secretary, who is not necessarily a member. The General Assembly appoints two voting surveyors. The President or his/her substitute, the secretary and the voting surveyors together constitute the bureau. If the number of members present is limited, the composition of a bureau is not necessary.



DECISION	
COMPOSITION OF THE BUREAU	
PRESIDENT	Ariel Guarco
SECRETARY	Antonina Guarrella
VOTING SURVEYOR	To be confirmed
VOTING SURVEYOR	To be confirmed

2. Approval of the Agenda

	Agenda Item	Presenter
14:30	1. Opening of the General Assembly & appointment of the bureau	Ariel Guarco, ICA President
	2. Approval of the Agenda	
	3. President's Report	
	4. Approval of the draft minutes of the General Assembly of 29 June 2021	
	5. Director-General's Report	Bruno Roelants, Director-General
	6. Approval of the 2021 Audited Accounts & discharge of the auditor	Gregory Wall, Chair, Audit & Risk Committee
	7. Report on the 2017 General Assembly Mandate to the Board of Directors	Jean-Louis Bancel, Board Mandate Working Group
	8. Report of the Cooperative Identity Advisory Group (CIAG)	Alexandra Wilson, CIAG
	9. Discharge of the Board	Ariel Guarco, ICA President
	10. Ratification of Sectoral organisations elections	Manuel Mariscal, Elections Committee
16:15	11. ICA Board Election	Manuel Mariscal, Elections Committee
	Voting Process	
	Presentation of the candidates for President	
	Ratification of the Vice-Presidents	

	Agenda Item	Presenter
	Voting Phase 1: <ul style="list-style-type: none"> Audited Accounts 2021 President Vice Presidents 	
	Presentation from the At-large candidates for Board	Manuel Mariscal, Elections Committee
	Presentation of candidates for sectoral organisation representatives, youth representative and Gender Equality Committee Representative	
	Results of phase 1 voting	
	Voting Phase 2: <ul style="list-style-type: none"> At-large Board members Sectoral Organisations, Youth Representative and Gender Equality Committee Representative 	
	Results of phase 2 voting	Manuel Mariscal, Elections Committee
18:35	12. Youth message by the new Youth Committee Chair	Ana Aguirre, Youth Committee
	13. Approval of the 2022 Budget	Gregory Wall, Audit & Risk Committee
	14. Statutory amendment for the sectoral representation in the ICA Board	Petar Stefanov, Governance Committee
	15. Motions and Resolutions	Ariel Guarco, ICA President
	16. Invitation to the next ICA General Assembly Brussels, Belgium in June 2023	
19:30	Closing	

APPROVAL OF THE AGENDA



FOR	
AGAINST	
ABSTAIN	

General Information

The General Assembly will take place on 20 June 2022 from 14:30 to 18:30 at the Silken Al-Ándalus Palace in Seville, Spain. For more information, visit <https://www.ica.coop/en/events/ica-general-assembly-2022>.

There will be no fee for participation in the General Assembly. Registration for the General Assembly is separate from the rest of the events in Seville and is only open to ICA members.

The Spanish cooperative movement is organising an event on the theme of *Cooperatives: the time is now!*, workshops, a gala dinner, tours, etc. from 19-22 June. Registration for these additional events has an additional cost and separate registration. More details are available here: <https://www.seville2022.com/inscripcion?lang=en>.

ICA Presidency Candidate Webinar, 31 May 2022

There are multiple candidates for the ICA Presidency. Therefore, the ICA will organise a webinar so that ICA members who cannot attend the General Assembly in person will have a chance to hear from the candidates and ask them questions. This webinar will take place on 31 May from 13:00 to 15:00 CEST (Brussels time).

Networking Session

Members will be able to meet and greet board candidates during the informal networking time to be held from 19:00 to 23:00 on 19 June.

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.

Reference Documents

The following publications contain information relevant to the ICA General Assembly 2022:

- [ICA Articles & Bylaws](#)
- Annual Report 2021 (coming soon)
- [Standing Orders for Board Elections and Electronic Voting](#)

Please note that the **ICA will not be printing paper copies of the documentation**, including this document.

Voting Information

Delegates are required to complete a voter designation form in order to pick up their voting materials and get access to the electronic voting system. A vote form has been sent with specific details for each full member organisation. If you did not receive it, contact Gretchen Hacquard at hacquard@ica.coop. Please duly complete the form and submit it as early as possible, and preferably **by 15 June**, so that we have time to prepare your voting materials and electronic voting access. **Forms submitted after 15:00 CEST on 19 June will not be valid.**

The meeting room will have designated seating for voters 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 a designated area.

The approval of the audited accounts and the board election will be done by secret ballot using an electronic voting system. All other motions and resolutions will be approved by a show of voting cards.

Please bring your laptop or tablet with you for the voting as you will be able to enter the electronic voting system from the internet. Only members who are present in-person will be given access to vote electronically.

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

Collecting Badges, Voting Materials & Testing the Electronic Voting System

Members will need to collect badges to attend the networking event to take place 19 June and the General Assembly on 20 June. These badges should be picked up at the same place where members can pick up their voting materials. Dedicated staff will be available at these times to assist you in accessing the electronic voting system and testing it.

19 June from 10:30-11:30

19 June from 14:00

20 June from 9:00-10:00

When collecting the voting materials, the voting delegate will be asked to:

- 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.

Proxies

If your organisation will **not** be attending the General Assembly, you can designate your votes to be cast by another individual attending the meeting. A proxy form is not necessary to give your votes to an individual attending from your country. You may simply designate that individual as representing you in section A on your vote designation form.

If, however, you wish to give your votes to an individual from a member outside of your country, or to the official designated proxy holder, a proxy form is necessary. The proxy form is found in the last page (section B) of the vote form. The form includes detailed instructions on how to use it.

In order to designate a proxy, your organisation must send the vote designation form to the ICA **by 15 June**. Forms received after this date will not be eligible.

Motions & Order of Debate

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 each member will receive during the General Assembly, pending their eligibility to vote.

Country	Organisation	Votes
AFRICA		
Angola	Cooperativa De Credito Para Os Funcionários Da Presidência (COOCREFP)	1
Botswana	Botswana Co-operative Association (BOCA)	3
CAMEROON	Alliance Coopératives Cameroun (COOP-CAMEROON)	2
Congo, The Democratic Republic of the	Cooperative d'épargne et de Credit de Nyawera (COOPEC NYAWERA)	2
Côte d'Ivoire	Fédération des sociétés coopératives d'Hévéa de Côte d'Ivoire (FENASCOOPH-CI)	2
	Fédération des Unions des Sociétés Coopératives des Producteurs de la Filière Coton de Côte d'Ivoire (FPC-CI Coop CA)	9
Egypt	The General Authority for Construction and Housing Cooperatives (CHC)	0
EGYPT (Arab Rep. of)	Central Housing Cooperative Union (CHCU)	9
Eswatini	Eswatini Multipurpose Cooperative Union (ESWAMCU)	0
Ethiopia	Awach Savings and Credit Cooperative (ASCCo)	2
	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
	Ghana Co-operative Council (GCC)	4
Guinea	Fédération des Coopératives d'Approvisionnement et d'Alimentation Générale (FECAAG)	2
Kenya	CIC Insurance Group Ltd.	2
	Co-operative Bank of Kenya Ltd (CBK)	10
	Kenya Co-operative Coffee Exporters Ltd (KCCE)	3
	Kenya Union Of Savings & Credit Co-operatives Ltd. (KUSCCO)	8
	The Co-operative Alliance of Kenya (CAK)	2
	The Co-operative University of Kenya (CUK)	0
Lesotho	Co-operative Lesotho Ltd.	3
Mauritius	Mauritius Co-operative Alliance Ltd. (MCAL)	3
Morocco	Office du Développement de la Coopération (ODCo)	0
Mozambique	Associação Moçambicana para Promoção do Cooperativismo Moderno (AMPCM)	0

Country	Organisation	Votes
Namibia	Namibia Co-operatives Advisory Board (NCAB)	0
Nigeria	Co-operative Federation Of Nigeria (CFN)	10
	Federal Department of Co-operatives, Federal Ministry of Agriculture & Rural Development (FDC)	0
	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)	9
	UNILAK -University of Lay Adventists of Kigali	0
Somalia	Somali Union Co-operative Movement (UDHIS)	2
South Africa	South African National Apex Co-op (SANACO)	3
Tanzania, United Republic of	Moshi Co-operative University (MoCU)	0
	Tanzania Federation of Co-operatives Ltd. (TFC)	5
Uganda	HealthPartners Uganda (HPU)	0
	Uganda Co-operative Alliance Ltd. (UCA)	10
Zimbabwe	Zimbabwe National Association Of Housing Co-operatives (ZINAHCO)	2
AMERICAS		
Argentina	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.)	1
	Banco Credicoop Cooperativo Ltd. (BCCL)	2
	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)	8
	Cooperativa de Trabajos Portuarios Limitada de San Martin (Coop Portuaria)	1
	Federación Argentina de Cooperativas de Consumo (FACC)	2
	Instituto Movilizador De Fondos Cooperativos, Cooperativa Ltda. (IMFC)	1
	La Segunda Cooperativa Limitada Seguros Generales	4
	Sancor Cooperativa de Seguros Ltda	6
Barbados	Barbados Co-operative Business Association (BCBAL)	1
Bolivia	Cooperativa de Telecomunicaciones Santa Cruz R.L. (COTAS R.L.)	4
	Cooperativa Rural De Electrificación R.L. (CRE R.L.)	4
Brazil	Central Nacional das Cooperativas Odontológicas (Uniodonto do Brasil)	1
	Central Nacional Unimed - Cooperativa Central (CNU)	1

Country	Organisation	Votes
	Cooperativa de Crédito, Poupança e Investimento Sicredi Pioneira RS - Sicredi Pioneira RS	1
	Cooperativa de Trabalho Médico de Ribeirão Preto (COMERP)	1
	Organização das Cooperativas Brasileiras (OCB)	10
	Unimed Do Brasil, Confederação Nacional Das Cooperativas Médicas (UNIMED)	1
	Unimed Seguros Saúde S.A.	10
Canada	Co-operatives and Mutuals Canada / Coopératives et mutuelles Canada (CMC)	12
Chile	Cooperativa abierta de vivienda Limitada (CONAVICOOP)	2
	Cooperativa de Ahorro y Crédito (COOPEUCH)	5
Colombia	Asociación Colombiana de Cooperativas (ASCOOP)	9
	Asociación Nacional de Fondos de Empleados (ANALFE)	2
	Caja Cooperativa CREDICOOP (CREDICOOP)	1
	Casa Nacional del Profesor (CANAPRO)	1
	Confederación de Cooperativas de Colombia (CONFECOOP)	2
	Cooperativa del Magisterio (CODEMA)	1
	Cooperativa Empresarial Multiactiva Popular (COEMPOPULAR)	1
	Cooperativa Médica Del Valle Y De Profesionales De Colombia (COOMEVA)	1
	Equidad Seguros Generales	6
	Financiera Progressa	1
Universidad Cooperativa de Colombia (UCC)	0	
Costa Rica	Banco Popular y de Desarrollo Comunal (BPDC)	4
	Centro de Estudios y Capacitación Cooperativa R.L. (CENECOOP)	4
	Consejo Nacional de Cooperativas (CONACOOOP)	4
	Cooperativa de Ahorro y Crédito Ande N° 1 R.L. (Coope Ande N°1 R.L.)	3
	Cooperativa de Ahorro y Crédito de Servidores Judiciales R.L. (COOPEJUDICIAL R.L.)	2
	Coopeservidores	4
	Instituto Nacional de Fomento Cooperativo (INFOCOOP)	0
Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN)	4	
Curaçao	Ministry of Economic Development (MEO)	0
Dominican Republic	Cooperativa de Servicios Múltiples de Profesionales de Enfermería Inc. (COOPROENF)	2

Country	Organisation	Votes
	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 Policia Nacional (CPN)	3
	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 Educadores de Honduras Limitada (COACEHL 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
	TIP Friendly Society	2
Mexico	Caja Popular Mexicana SC de AP de RL de CV (CPM)	8
	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
	FENORESTE S.C.L. de C.V.	4
Panama	Cooperativa de Servicios Múltiples Profesionales, R.L.	2
	Instituto Panameño Autónomo Cooperativo (IPACOOOP)	0
Paraguay	Confederación de Cooperativas Rurales del Paraguay Ltda. (CONCOPAR)	5
	Confederación Paraguaya De Cooperativas CONPACOOOP Ltda.	2
	Cooperativa Universitaria Ltda.	2
	Federación de Cooperativas de Ahorro y Crédito Ltda. (FECOAC)	5
	Federación de Cooperativas del Paraguay (FECOPAR LTDA.)	4
	Federación de Cooperativas Multiactivas del Paraguay (FECOMULP LTDA.)	5
	Panal Compañía de Seguros Generales S.A. - Propiedad Cooperativa	2
Peru	Cooperativa de Ahorro y Credito del Centro (COOPAC CENTROCOOP)	2
Puerto Rico	Banco Cooperativo de Puerto Rico (Bancoop)	2

Country	Organisation	Votes
	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	2
	Credit Union National Association, Inc. (CUNA)	2
	Land O'Lakes Venture37	0
	National Co+op Grocers (NCG)	2
	National Cooperative Bank (NCB)	2
	National Cooperative Business Association CLUSA International (NCBA CLUSA)	12
	National Rural Electric Co-operative Association (NRECA)	3
	National Society Of Accountants For Co-operatives (NSAC)	0
	U.S. Overseas Cooperative Development Council (OCDC)	2
Uruguay	Cámara Uruguaya de Cooperativas de Ahorro y Crédito and Capitalización (CUCACC)	5
	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)	4
	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR)	3
	Instituto Nacional del Cooperativismo (INACOOOP)	0
ASIA-PACIFIC		
Australia	Business Council of Co-operatives and Mutuals (BCCM)	11
	Capricorn Society Ltd.	2
	Co-operative Bulk Handling Limited (CBH Group)	2
Bangladesh	Bangladesh Samabaya Bank Limited (BSBL)	2
	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)	12
Bhutan	Department of Agricultural Marketing and Cooperatives (DAMC)	0
China	All China Federation of Handicraft & Industrial Co-operatives (ACFHIC)	5
	All China Federation of Supply and Marketing Co-operatives (ACFSMC)	11
	Fujian Federation of Supply and Marketing Cooperatives (FUJIAN COOP)	4
	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC)	0

Country	Organisation	Votes
	Jiangsu Supply & Marketing General Cooperative	5
Fiji	Department of Co-operative Business (DCB)	0
India	Buldana Urban Co-operative Credit Society Ltd. (BUCCS)	1
	Centre for Cooperatives and Livelihoods ☐ Autonomous (CCL) at Lal Bahadur Shastri National Academy of Administration (LBSNAA)	0
	Co-operative House Building & Finance Corporation Ltd.	1
	Indian Farm Forestry Development Co-operative Ltd. (IFFDC)	1
	Indian Farmers Fertiliser Co-operative Ltd. (IFFCO)	8
	Krishak Bharati Co-operative Ltd. (KRIBHCO)	1
	National Agricultural Co-operative Marketing Federation of India (NAFED)	1
	National Co-operative Agriculture & Rural Development Banks' Federation Ltd. (NAFCARD)	1
	National Co-operative Development Corporation (NCDC)	0
	National Co-operative Union of India (NCUI)	4
	National Federation of Farmers Procurement, Processing & Retailing Cooperatives of India Ltd. (NACOF)	1
	National Federation of Fishers Cooperatives Ltd. (FISHCOPFED)	1
	National Federation of State Co-operative Banks Ltd. (NAFSCOB)	1
	National Yuva Cooperative Society Ltd. (NYCS)	1
	The Tamil Nadu Small Tea Growers ICTFs Federation Ltd. (INDCOSERVE)	1
	Tirumalla Tirupati Multistate Cooperative Credit Society Limited	1
Uralungal Labour Contract Cooperative Society Ltd. (ULCCS Ltd)	1	
Indonesia	National Federation of People-based Co-operative Enterprises (INKUR Federation)	2
Iran, Islamic Republic of	Central Union of state Rural Production Cooperatives of Iran (CURPC)	1
	Central Organization for Rural Co-operatives of Iran (CORC)	0
	Central Union of Rural & Agricultural Co-operatives of Iran (CURACI)	7
	Iran Chamber of Cooperatives (ICC)	11
	Iran Oilseeds & Vegetable Oil Processing Factories Co-operative (Farda Co-op)	1
	Pishgaman Cooperative Union (PCU)	1
	Rah-e-roshd Cooperative Educational Complex (RCEC)	1

Country	Organisation	Votes
	Supervision and Coordination Central Union of Rural and Agricultural Co-operatives of Iran (SCURA)	2
	Taavon Insurance Company (TIC)	1
	Tose'e Ta'avon Bank (TT Bank)	0
Japan	Central Union of Agricultural Co-operatives (JA-ZENCHU)	2
	IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives)	1
	Japan CO-OP Insurance (Kyosai) Consumers' Co-operative Federation	1
	Japan Co-operative Alliance (JCA)	1
	Japan Co-operative Insurance Association Inc. (JCIA)	0
	Japan Workers' Co-operative Union (Jigyodan) (JWCU)	1
	Japanese Consumers' Co-operative Union (JCCU)	3
	Japanese Health and Welfare Co-operative Federation (HeW CO-OP Japan)	1
	National Association of Labour Banks (NALB)	1
	National Federation of Agricultural Co-operative Associations (ZEN-NOH)	3
	National Federation of Fisheries Co-operative Associations (JF ZENGYOREN)	1
	National Federation of Forest Owners' Co-operative Associations (ZENMORI-REN)	1
	National Federation of University Co-operative Associations (NFUCA)	1
	National Federation of Workers and Consumers Kyosai Cooperatives (Kokumin Kyosai co-op)	1
	National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)	3
	The Japan Agricultural News (NIHON-NOGYO-SHIMBUN)	1
	The Norinchukin Bank	3
	Jordan	Cooperative Association for Development & Finance (CADF)
Educational Cooperative Union of Limited Liability		1
Jordan Co-operative Corporation (JOR)		2
Kazakhstan	Union of Consumer Cooperation of the Republic of Kazakhstan	2
Kiribati	Ministry of Commerce, Industry and Cooperatives (MCIC)	0
Korea, Republic of	iCOOP	2
	Korea Cooperative Solidarity (KCS)	2
	Korean Federation of Community Credit Cooperatives (KFCC)	10

Country	Organisation	Votes
	Korean National Federation of Fisheries Co-operatives (KNFC)	1
	National Agricultural Co-operative Federation (NACF)	5
	National Credit Union Federation of Korea (NACUFOK)	3
	National Forestry Co-operatives Federation (NFCF)	2
Kyrgyzstan	Co-operatives Union of Kyrgyzstan (CUK)	1
Malaysia	Cooperative Institute of Malaysia (CIM)	0
	Malaysian National Cooperative Movement (ANGKASA)	10
	National Land Finance Co-operative Society Ltd. (NLFCS)	3
Mongolia	Mongolian National Co-operative Alliance (MNCA)	3
	National Association of Mongolian Agricultural Co-operatives (NAMAC)	2
Myanmar	Central Cooperative Society Ltd. (CCS)	9
Nepal	National Co-operative Bank Ltd. (NCBL)	8
	National Co-operative Development Board (NCDB)	0
	National Co-operative Federation of Nepal (NCF)	10
	Nepal Agricultural Co-operative Central Federation Limited (NACCFL)	4
	Nepal Multipurpose Central Co-operative Union Ltd (NEMCCU)	3
New Zealand	Cooperative Business New Zealand	7
Pakistan	Karachi Co-operative Housing Societies Union Ltd. (KCHSU)	4
Palestine, State of	Cooperative Work Agency (CWA)	0
	Economic and Social Development Center of Palestine (ESDC)	1
	Palestinian Agriculture Cooperative Union (PACU)	2
	Union of Housing Cooperatives in Palestine (PUHC)	1
Papua New Guinea	Office of Co-operative Societies of Papua New Guinea (OCS PNG)	0
Philippines	1 Cooperative Insurance System of the Philippines Life and General Insurance (1CISP)	1
	Aurora Integrated Multipurpose Cooperative (AIMCooP)	2
	Climbs Life and General Insurance Cooperatives (CLIMBS)	2
	Co-operative Development Authority (CDA)	0
	Federation of Peoples' Sustainable Development Cooperative (FPSDC)	2
	MASS-SPECC Cooperative Development Center	3
	Metro South Cooperative Bank (MSCB)	1
	National Confederation Of Co-operatives (NATCCO)	6

Country	Organisation	Votes
	Network Consolidated Cooperative Bank (NCCB)	1
	Philippine Cooperative Center (PCC)	4
	Union of Legitimate Service Contracting Cooperatives (ULSCC)	1
	Victo National Co-operative Federation And Development Center (VICTO National)	2
Singapore	Singapore National Co-operative Federation Ltd. (SNCF)	6
Sri Lanka	Department of Co-operative Development (DCD)	0
	Matara District Cooperative Hospital Society Ltd.	2
	National Cooperative Council of Sri Lanka (NCCSL)	10
	National Institute Of Co-operative Development (NICD)	0
	SANASA Federation Ltd in Sri Lanka	7
Thailand	The Co-operative League of Thailand (CLT)	11
Timor-Leste	Con-Federation (CNCTL)	2
Vanuatu	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS)	0
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
	Central Co-operative Union (CCU)	4
	National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB)	2
Cyprus	Civil Servants Co-op Ltd. (ME-KOOP LTD.)	1
	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	6
	SOK Corporation	8
France	Confédération Nationale du Crédit Mutuel	8

Country	Organisation	Votes
	Coop FR	11
	Crédit Coopératif	2
	Fédération Nationale des Coopératives de Consommateurs (FNCC)	4
Germany	DGRV - Deutscher Genossenschafts- und Raiffeisenverband e. V.	11
	Gdw Bundesverband Deutscher Wohnungs- Und Immobilienunternehmen E.v.	8
	Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)	0
Greece	Federation of Co-operative Pharmacists of Greece (OSFE)	2
	Social Solidarity and Regional Development Network (KAPA Network)	0
Ireland	Co-operative Housing Ireland (CHI)	2
Israel	The Kibbutz Movement	3
Italy	Alleanza delle Cooperative Italiane	11
	European Research Institute on Cooperative and Social Enterprises (EURICSE)	0
Lithuania	Lithuanian Union of Co-operative Societies (LITCOOPUNION)	1
Malta	Koperattivi Malta	2
	Malta Co-operative Federation (MCF)	1
Moldova	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP)	4
Netherlands	Agriterra	0
	Nationale Coöperatieve Raad (NCR) Dutch Council for Cooperatives	6
	Rabobank	7
Norway	Coop Norge SA	7
	Norwegian Agricultural Co-operatives	2
	The Co-operative Housing Federation of Norway (NBBL)	6
Poland	Auditing Union of Housing Co-operatives	10
	National Association Of Co-operative Savings And Credit Unions (NACSCU)	5
	National Auditing Union of Cooperatives (NAUWC)	2
	National Cooperative Council - NCC	6
	National Supervision Union Of Spolem Consumer Co-operatives	2
Portugal	Confecoop - Confederação Cooperativa Portuguesa, CCRL	5
	Cooperativa António Sérgio para a Economia Social - Cooperativa de Interesse Público de Responsabilidade Limitada (CASES)	1

Country	Organisation	Votes
Romania	National Union of Consumer Co-operatives (CENTROCOOP)	2
	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
	Moscow Regional Union of Consumer Societies	2
Serbia	General cooperative alliance for agriculture and rural development - Belgrade	1
Slovakia	Co-operative Union of the Slovak Republic	4
Spain	Confederació de Cooperatives de Catalunya (CoopCat)	6
	Confederación Empresarial Española de la Economía Social (CEPES)	4
	Confederación Española de Cooperativas de Trabajo Asociado (COCETA)	4
	Fundación Espriu	4
	KONFEKOOP - Confederación de Cooperativas de Euskadi	2
Sweden	Coompanion - Kooperativ Utveckling Sverige	0
	Folksam	2
	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
	Baugenossenschaft mehr als wohnen	1
Turkey	Central Union Of The Agricultural Credit Cooperatives Of Turkey (ACC)	5
	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
	The Midcounties Co-operative Limited	5
	VME COOP	0
SUPRANATIONAL		
AFRICA	Africa Confederation of Co-operative Savings & Credit Associations (ACCOSCA)	1
AMERICAS	Association of Asian Confederations of Credit Unions (ACCU)	1
ASIA-PACIFIC	Caribbean Confederation of Credit Unions (CCCU)	1
EUROPE	European Association of Co-operative Banks (EACB)	1

4. Approval of the minutes

Members wishing to make amendments to the Minutes should send their proposed changes in writing to ICA Director-General Bruno Roelants, **by 6 June** via email to roelants@ica.coop.

Draft Minutes of the Virtual General Assembly ▪ 29 June 2021 ▪

Opening of the Meeting

Ariel GUARCO, President of the International Cooperative Alliance, called the meeting to order at 1:00 pm and welcomed the 175 participants. These represented 135 member organisations from 58 countries and who held a total of 417 votes. The quorum was thereby met, and the ICA General Assembly was validly composed to deliberate on the items on the agenda.

In his opening speech, Ariel GUARCO said that, even though virtual, the General Assembly was still stood the foundation of democracy of the ICA, the highest level of the participation of all members in the life of the organisation and of the collective decision making. In this sense, it could thus be said that the ICA General Assembly was a kind of barometer of openness and transparency.

At the time of this meeting, the evolution of the pandemic caused by the Covid-19 was unfortunately still uncertain in many parts of the world. However, vaccines offered great hope for turning the tide.

Ariel GUARCO also highlighted several important developments and key issues.

Firstly, the ICA represented 320 member organisations in 112 countries, and this despite the health crisis and its attendant difficulties.

Secondly, since January 2021, the ICA was chairing COPAC, the UN Committee for the Promotion and Advancement of Cooperatives. COPAC had, among others, determined the theme and the slogan of the International Day of Cooperatives (IDC) - "Building back better together" – that had to be celebrated on 3 July 2021. On this occasion, the ICA had prepared a package of actions for all cooperatives to join and celebrate together the IDC. This package included different material in various languages - such as the logo and a video message – and was available on the ICA website. The idea was to establish a kind of channel for raising awareness on the cooperative model. In particular, the IDC had to show the important role played by cooperatives during the COVID-19 pandemic as well, and above all, their potential contribution in the reconstruction of the post crisis.

Thirdly, the ICA had organised a G20 working group represented by members from 13 countries with the aim of bringing the voice of cooperatives to the discussions of the G20 Summit, planned in Rome (Italy), in October 2021. The ICA G20 Working Group joined forces with the Italian Cooperative Alliance to contribute to the Business 20 (B20) and Civil Society 20 (C20) working groups discussions.

Last but not least, the ICA World Cooperative Congress had to be held in Seoul (Korea) from 1 to 3 December 2021 in hybrid format (namely both physically and virtually event).

Many preparatory activities had already been carried out such as the initiatives “towards the congress” which were organised by some ICA members, ICA sectoral organisations, ICETT, etc. Several teams were working on the organisation of this event of which the Congress Task Force, chaired by Martin LOWERY with the task of monitoring the whole process. There was also a sub-committee comprising Ben REID, Chair of the Communications Committee, Greg WALL, Chair of Audit and Risk, and Carlos ZARCO, Chair of the IHCO whose missions were to give advises in the areas of finance, communications, and health.

Before moving on to the items on the agenda, the President gave some instructions to the members for the smooth running of the General Assembly. He also clarified that it was decided to group the agenda items in packages to facilitate the dynamics of the voting process. As a matter of fact, there was a need to save time given the different time zones limiting the duration of the General Assembly to a maximum of two hours.

To make it easier to read and understand the vote results, were included in these minutes after each motion.

1. Appointment of the Bureau and of the Voting Surveyors

▪ 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. 29 of the ICA Bylaws: *“If the number of members present is limited, the composition of a bureau is not necessary.”*

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

The General Assembly approved unanimously that the Bureau should consist of the President, Ariel GUARCO.

▪ Appointment of the Voting Surveyors

Ariel GUARCO explained that the ICA Board appointed as voting surveyors for the 2021 General Assembly Marjaana SAARIKOSKI and Alexandra WILSON.

The President submitted these appointments to the General Assembly for approval.

The General Assembly approved unanimously the appointment of Marjaana SAARIKOSKI and Alexandra WILSON as voting surveyors.

2. Approval of the Agenda

1. Appointment of the Bureau and of the Voting Surveyors
2. Approval of the Agenda
3. Approval of the Minutes of the General Assembly of 3 September 2020

4. Approval of the 2020 Audited Accounts & Discharge to the auditor
5. Discharge to the Board
6. 2021 Budget
7. Creation of a Thematic Committee on Youth
8. Invitation to the next ICA General Assembly

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

The agenda was approved unanimously.

3. Approval of the Minutes of the General Assembly of 3rd September 2020

The President explained that an amendment had been submitted by Greg WALL, Chair of the Audit & Risk Committee.

Indeed, Belgian regulations required that the fees of ICA's Auditor, RSM InterAudit, be approved along with the re-appointment of the auditor (item 5 in the draft minutes of the 2020 General Assembly). The new mandate had to be announced in an official publication, and therefore, the motion to amend the minutes had to be presented for approval to this General Assembly. It was highlighted that the annual audit fees were included in the audited accounts which were also being presented for approval during this meeting.

The annual fee for carrying out the statutory auditor mandate by RSM InterAudit amounts to € 10,890 excluding VAT, plus the annual subscription to the Belgian Institute of Company Auditors, which is approximately € 180. Additional fees of € 2,000 excluding VAT can be invoiced upon demonstration of the actual time spent completing the statutory audit.

The President submitted the minutes, including the above-mentioned amendment, to the General Assembly for approval.

The minutes of the General Assembly of 3rd September 2020, including the amendment related to the fees of the Auditor, were unanimously approved.

4. Approval of the 2020 Accounts and Discharge to the Auditor

On the invitation of the President, Greg WALL and Jean-François NOBELS presented the financial results for 2020.

Greg WALL commented the 2020 financial results below pointing out that Cooperatives Europe and DotCoop were not included, as they were separately established, respectively under the Belgian and the US law.

[2020 Financial Results](#)

in EUR	2019	2020
AFRICA *	-79,904	3,716
AMERICAS *	12,462	38,681
ASIA & PACIFIC *	42,824	140,836
GLOBAL OFFICE	-6,562	- 40,380
ICA CONSOLIDATED	-27,097	142,853
COOPERATIVES EUROPE	7,215	-3,415
50% DOTCOOP LLC	82,474	66,134

He stressed that:

- Fewer physical activities were carried out in 2020 due to the Covid-19 restrictive measures. Many activities were cancelled or postponed. In 2020, there had been no global conferences or physical regional events.
- ICA-Africa ended with a positive result of € 3,716 due to lower expenses than expected. Greg WALL praised the great efforts of ICA Africa to improve its financial situation.
- Cooperatives of the Americas ended with a positive result of € 38,681 thanks to a higher reduction in the expenses than in the incomes.
- ICA Asia & Pacific ended with a net result of € 140,836. Greg WALL commended the work of the ICA Asia Pacific as it continued to show good financial results.
- The Global Office had a loss amounted to € 40,380 but this was in line with the projections done in November. Compared to the budget, the revenues decreased less than the expenses.

Membership subscriptions

	2016	2017	2018	2019	2020
Membership subscriptions	2,643,788	2,734,403	2,522,782	2,612,231	2,605,978
Number of members	299	302	318	310	317



Despite the pandemic, the income of the membership subscriptions (€ 2,6 million) was stable compared to 2019. It represented 58% of the total revenues, whereas the project incomes represented 32%. In total, the income decreased by 27% whereas the expenses decreased by 30% and this explained the positive result of € 142,800. According to Greg WALL, this balance between the revenues and the variable nature of the expenditures had been a real challenge.

For his part, Jean-François NOBELS explained that the report on the audit of the annual accounts also included a report on other legal and regulatory obligations. Both reports constituted an inseparable package.

Because of the strong responsibility for a statutory audit, the auditing tasks were subject to principles of independence and rules of professional conduct.

The RSM Statutory Auditor' report – which had been conducted in accordance with the International Standards on Auditing- had:

- to express an opinion on the true and fair view of the annual or consolidated accounts, provided by the ICA; and
- to be a certification of the fairness and completeness of the economic and financial information that the ICA Board and ICA Global Office had provided to ICA General Assembly while analysing and explaining them.

Jean-François NOBELS brought to the attention of the participants on the "Emphasis on Matter" paragraph stating that the ICA Board reported an important event that occurred during the 2020 financial year with the Covid-19 pandemic and explaining the effect thereof on finances. Jean-François NOBELS underlined that this did not modify the unqualified opinion expressed in the audit report. He also outlined the paragraph "Concerning other points" indicating that ICA had received subsidies which had to comply with a number of conditions. However, not all subsidies had yet been submitted for review by the European Commission.

The audit report also provided the responsibilities of the ICA Board of Directors for the preparation of the annual accounts as well as the responsibilities of the statutory auditor for the audit of the annual accounts.

Then, Jean-François NOBELS presented an overview of the annual accounts 2020.

Assets	2020	2019	Variations	
Intangible assets	0	7.034	-7.034	Note 2 pt d)
Tangible fixed assets	18.809	25.033	-6.224	Note 2 pt c)
Financial fixed assets	137.175	137.443	-268	Note 3
Stocks and contracts in progress	164.117	0	164.117	
Amounts receivable within one year	1.954.485	1.403.395	551.090	Notes 4, 5
Current investments	0	106.651	-106.651	Note 6
Cash at bank and in hand	2.687.510	3.363.207	-675.697	Note 6
Deferred charges and accrued income	445.090	443.361	1.729	Note 7
	5.407.186	5.486.124	-78.938	

Although there was a decrease in balance sheet assets of 1.4%, the situation could be considered relatively stable compared to 2019.

Liabilities	2020	2019	Variations
Equity	1.123.489	984.721	138.768 <small>Note 8</small>
Provisions	0	0	0
Amounts payable after more than one year	0	0	0
Amounts payable within one year	3.850.797	3.939.444	-88.647 <small>Notes 9,10,11</small>
Accrued charges and deferred income	432.900	561.959	-129.059 <small>Note 7</small>
	5.407.186	5.486.124	-78.938

	2020	2019	Variations
Turnover	279.386	717.023	-437.637
Contributions, gifts, legacies and grants	4.392.022	4.725.844	-333.822
Other operating income	2.440	781.201	-778.761
Redistribution and support regions	-867.397	-1.041.810	174.413
Services and others goods	-1.094.797	-2.780.616	1.685.819
Remuneration, social security costs and pensions	-2.291.475	-2.212.181	-79.294
Depreciation on tangible fixed asset	-36.442	-40.973	4.531
Amounts written down on trade debts	-149.196	-5.993	-143.203
Provisions for risks and charges	0	0	0
Other operating charges	-38.430	-147.883	109.453
Financial income	199.893	142.629	57.264
Financial charges	-184.218	-168.967	-15.251
Extraordinary income	0	6.759	-6.759
Extraordinary charges	-68.933	-2.130	-66.803
Positive (negative) result for the period	142.853	-27.097	169.950

Jean-François NOBELS emphasised that – despite a decrease in revenue due to the pandemic - the financial year 2020 ended with a positive consolidated result of € 142,853. It should be noted, however, that this result was achieved thanks to the contribution of the Regions. Indeed, the ICA Asia Pacific, ICA Africa and ICA America were in profit while the ICA Global Office was in loss.

Then, he explained that, in order to assess the ICA's financial situation, a double test of its solvency and liquidity had been carried out.

The solvency ratio - calculated by dividing "equity + amounts payable after more than one year" by the "payables" (amounts payable within one year + accrued) - showed the importance of ICA equity in relation to total resources. The closer the ratio was to 0, the more fragile was the financial structure. This ICA solvency ratio was 0.26 (compared to 0.22 in 2019). The slight improvement in the ratio was due to the decrease in deferred income and an increase in equity due to profit for the year.

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 1.23 (compared to 1.18 in 2019).

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 - they were of € 328,491 in 2020 against € 19,869 in 2019.

These three indicators showed that the ICA had a sound financial status, even in the current economic climate.

Jean-François NOBELS continued his presentation in giving more details on the following key financial elements for 2020.

- Amounts receivable:

The receivables at 31/12/2020 amounted to € 360,934.66 versus € 724,063.39 for 2019. This decrease could be explained mainly by the fact that at the end of 2019, there had been a down payments to suppliers for € 157,916.75 and a contribution of € 171,373.73 invoiced in December 2019 but received in January 2020. In these receivables, the total amounts related to doubtful clients reached € 504,219.24 and the total amount of the bad debt provision for 2020 was € 369,661.66.

- Stock and contracts in Progress:

This was the deferral of the salary of employees working for the preparation of the 2021 global Congress to be held in December 2021 in Seoul. The expenses related to this event would be taken into account at year end 2021.

- Deferred charges and accrued income: € 445.089,61:

The deferred charges were mainly related to charges incurred in 2020 but relating partially or totally to 2021 (€ 15,746.87) and accrued income were mainly related to the part of revenue from European funding to cover expenses for the period of 01/03/2020 to 31/12/2020 for ICA America (€ 220,308.45).

- Accrued charges and deferred income: € 432.899,7:

The accrued charges were charged of ICA Global and Regions relating to 2020 but were not invoiced yet (€ 213,543.09).

The deferred income of € 147,346.50 were related to subscriptions and contributions invoiced in 2020 but which were related to 2021 and € 57,068.48 related to deferred Development Support reported by the regions.

The conversion of bank accounts from dollar to euros rose to € +14,074.25 in 2020 against € + 77,672.44 last year. This was due to an unfavorable exchange rate.

- Associative funds and accumulated profits

The capital of the new Belgian entity was composed of the capital from Switzerland and the 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 31/12/2020 amounted to € 139,553.92 out of which € 282,407.03 were related to accumulated losses from previous years and € 142,853.11 from profit of the year 2020. From this amount, € 40,380 represented the 2020 loss of the Belgian Global Office only, and € 183,233 the 2020 consolidated profit.

The profit for the year could be largely attributed to ICA Asia Pacific with a profit of € 140,836 compared to € 5,884 profit of the year 2019.

The losses carried forward were decreased due to the profit of the year, so the equity had improved.

Since the ICA obtained funding from the European Commission in 2016 for a maximum of € 8,000,000 limited to 79,92% of the total costs estimated at € 10,010,092, the losses carried forward had been reduced and the equity improved. The implementation action started on March 1st, 2016, for a period of 54 months. Following the request for an extension of the contract for a duration of additional 9-month dated December 6, 2019, an approval was obtained from the European Commission on 7 February 2020. The end of the contract was scheduled for August 31, 2021.

This new funding had limited the risk of going concern during this period. There was no official information on potential new sources of funding after the end of this contract. The ICA would apply to a new EU partnership before the end of the year 2021. If approved, the new programme would start during the spring 2022.

- 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.

Jean-François NOBELS concluded his presentation by saying that the ICA had mobilised to mitigate the impact of the crisis. The 2020 results showed all these efforts and the resilience of the ICA.

The President thanked Greg WALL and Jean-François NOBELS for their presentations.

As there was no further debate, he asked to the General Assembly to vote on the approval of the 2020 audited accounts and on the motion to grant a discharge to the ICA Auditor for the financial year closed on 31 December 2020.

The General Assembly approved unanimously the 2020 ICA audited accounts and to grant a discharge to the ICA Auditor – RSM – for the exercise of his mandate during the year closed on 31 December 2020.

5. Approval of the 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 2020.

The General Assembly granted a discharge to the ICA Board of Directors for the financial year closed on 31 December 2020 with 358 votes in favour, 8 against and 30 abstentions.

6. 2021 Budget

Greg WALL presented the ICA 2021 budget.

COMBINED BUDGET 2021 in EUR (euros)					
	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
GLOBAL INCOME	2,964,466	314,799	860,958	441,069	4,581,292
<i>Global subscription income</i>	971,056	65,029	285,173	331,712	1,652,970
Subscriptions	2,715,551	0.00	0.00	0.00	2,715,551
Bad debt provision	-165,079	0.00	0.00	0.00	-165,079
Subscription redistribution	-1,579,416				-897,501
Thematic Committees	-20,000.00				-20,000.00
Sectoral allocation (15%)	-382,358	0.00	0.00	0.00	-382,358
Regional allocation	-1,177,058	65,029	285,173	331,712	-495,143
<i>Meeting revenue</i>	733,500	36,127	0.00	0.00	769,627
<i>Other + project income</i>	1,259,911	213,643	568,294	109,357	2,151,205
<i>Financial/interest</i>	0.00	0.00	7,490	0.00	7,490

Subscriptions were estimated at € 2,715,600 increasing by 4% compared to the total invoiced in 2020 (€ 2,606,000). 2021 was the first year of a new 4-year cycle (2021-2024).

The meeting revenues were related to the Congress to be held in Seoul in December 2021.

Other revenue came mainly from the ICA-EU Partnership Cooperatives in Development but also from:

- other projects in the Regions (We Effect, Casas de la Alegria, Mexico),
- sponsorship and other financial support related with different activities and publications for the Global Office (OCDC, ICETT, Youth replication programme, World Cooperative Monitor).

EXPENSES	-2,947,348	-305,163	-857,201	-455,897	-4,565,699
<i>Services and other goods</i>	-1,396,235	-93,284	-188,939	-117,463	-1,795,922
Premises	-102,625	-8,889	-19,624	-36,468	-167,605
General office	-26,705	-3,812	-5,750	-5,089	-41,356
Travel	-167,404	-41,951	-4,718	-31,804	-245,877
IT	-31,581	-9,007	-19,815	-9,239	-69,732
External services	-615,224	-21,406	-137,389	-30,532	-804,551
Meeting expenses	-452,697	-8,219	-1,643	-4,241	-466,800
<i>Personnel</i>	-1,392,544	-205,556	-390,191	-312,991	-2,301,283
<i>Depreciation</i>	-6,800.00	0.00	-3,232	0.00	-10,032
<i>Other expenses - project support</i>	-131,858	0.00	-272,006	-25,443	-429,307
<i>Financial expenses</i>	-20,000.00	-6,322	-2,833	0.00	-29,156
NET INCOME	17,029	9,636	3,757	-14,828	15,593

In the Regions and at the Global Office, the general expenses would decrease compared to 2020 due to the end of the ICA-EU Partnership (31 August 2021).

The general expenses included all the expenses that would be directly paid by the ICA for the Congress (interpretation for international participants, translation, communication costs, website, staff and Task Force travels, local manager, event expert). Part of these expenses were deferred from 2020. The expenses covered by the Korean co-organisers were not included in the budget (meeting rooms and the catering, promotional items, local secretariat, speakers, and Korean interpretation).

Meeting expenses also came from the online General Assembly and Board meetings which had been held and were still to be held in 2021.

In concluding, Greg WALL said that 2021 was expected to end with a positive result of € 15,593. However, given the persistence of factors of global uncertainty, the ICA would have to pay close attention to its tight financial situation in 2021.

Ariel GUARCO thanked Greg WALL for his presentation.

As there was no further debate, the President asked the General Assembly to vote on the approval of the 2021 Budget.

The General Assembly approved the 2021 Budget with 388 votes in favour, 1 against and 12 abstentions.

7. Creation of a Thematic Committee on Youth

Sébastien CHAILLOU reminded that the ICA Youth Network presented its 2019 resolution to the ICA General Assembly in Kigali, Rwanda, which, among other things, called on the ICA to amend Article 35 of the ICA Bylaws to create a new Thematic Committee on Youth, to strengthen, better serve and represent youth cooperators at the ICA. This resolution was unanimously approved by the 2019 ICA General Assembly.

Then, the ICA Youth Network submitted a list of proposals to amend the ICA Bylaws to create a fifth ICA Thematic Committee on youth. The ICA analysed the various proposals for the Governance Committee of the ICA Board to consider and make a final recommendation to the ICA Board. After giving due consideration to the 2019 resolution to the ICA General Assembly in Kigali and the recommendation from the Governance Committee, the ICA Board was recommending that Article 35 of the ICA Bylaws be amended to constitute an ICA Youth Committee.

Sébastien CHAILLOU explained that the objective was to amplify the ICA youth network via, for example, a "youth" referent in each member organisation. It was also important to undertake training actions to educate this new generation in cooperative business but also in international issues.

DEBATE

In response to a question from Adalberto de Jesús SEGOVIA DÉVORA (Caja Popular Mexicana SC de AP de RL de CV - MEXICO) ON HOW TO JOIN THE ICA YOUTH NETWORK, Sébastien CHAILLOU explained that those who wanted to join the ICA youth Network had to complete a form to be downloaded from the ICA website.

According to Yanio Ciromin Antonio CONCEPCIÓN SILVA (Distritos y Servicios Múltiples "Vega Real", Inc. - Dominican Republic), the torch should be passed on to young people and they should be given a chance to be more active in the cooperative movement.

Ünal ÖRNEK (Central Union of Turkish Forestry Cooperatives - Turkey) intervened to express that he felt that the health crisis caused by the Covid-19 pandemic had created a great need for digital tools. The younger generation excelled in this area. Encouraging the integration of young people and thus collaboration between workers of different generations could certainly be an asset for the development of the cooperative movement.

At the close of the discussions, the President submitted to the vote the motion for the creation of a Thematic Committee on Youth, to be known as ICA Youth Committee.

The General Assembly approved the creation of the thematic ICA Youth Committee with 368 votes in favour, 3 against and 9 abstentions.

8. Next General Assemblies

The President reminded that the World Cooperative Congress, due to be held in December 2020, had been postponed, first to March 2021 and then to December 2021 because of the health crisis.

For its part, the General Assembly - having to elect the President and the ICA Board of Directors – had been postponed to the first half of 2022 (instead of November 2021). In 2021, there was indeed still a great deal of uncertainty about in-person participation while it was essential for such a democratic event. That is why the ICA had accepted the generous proposal of the Spanish cooperative movement to host the ICA Elective General Assembly in Seville, in June 2022. The precise date would be announced to all ICA members later.

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 4.45 pm. He proposed ICA delegates to pose with the IDC poster for a group photo which would be shared on social media.



APPROVAL OF THE MINUTES FROM 29 June 2021	
FOR	
AGAINST	
ABSTAIN	

6. 2021 Accounts & discharge of the auditor

2021 Financial Statements

in EUR	2020	2021
AFRICA *	3,716	26,052
AMERICAS *	38,681	119,287
ASIA & PACIFIC *	140,836	68,011
GLOBAL OFFICE *	-40,380	-277,770
ICA CONSOLIDATED	142,853	67,135
COOPERATIVES EUROPE	-3,415	104,450
50% DOTCOOP	30,712	54,849

* Before consolidation

Consolidated Balance Sheet (1)

Assets in EUR	2020	2021	Liabilities in EUR	2020	2021
Tangible fixed assets	30,163	23,089	Equity	1,123,492	1,110,319
Financial fixed assets	125,821	149,545	Provisions	104,333	116,270
Amounts receivable within one year	1,871,567	2,718,754	Amounts payable after more than one year	-	-
Current investments	100,533	111,387	Amounts payable within one year	2,568,000	2,328,978
Cash at bank and in hand	2,586,977	3,211,372	Accrued charges and deferred income	1,543,840	2,723,616
Deferred charges and accrued income	624,604	65,036		5,339,665	6,279,183
	5,339,665	6,279,183			

(1) Consisting of Global Office (Brussels) and the Africa, Americas and Asia & Pacific Regions

Consolidated Profit & Loss Statement (1)

in EUR	2020	2021
Meetings and Sales of services	184,827	409,867
Subscription fees	2,605,978	2,679,330
Project support	1,431,131	1,293,842
Contributions and donations	258,262	850,960

Other operating income	25,954	63,877
Total income	4,506,152	5,297,876
Redistribution and support regions	-773,568	-785,054
Services and other goods	-1,076,862	-1,967,489
Salaries, social security costs and pensions	-2,152,396	-2,348,771
Depreciation on tangible fixed asset	-36,442	-10,139
Amounts written down on trade debts	-185,178	-163,445
Other operating charges	-148,363	-163,142
Total expenses	-4,372,809	-5,438,040
Operating result	133,343	-140,164
Financial result	23,520	207,299
Extraordinary result	-14,010	-
Net result	142,853	67,135

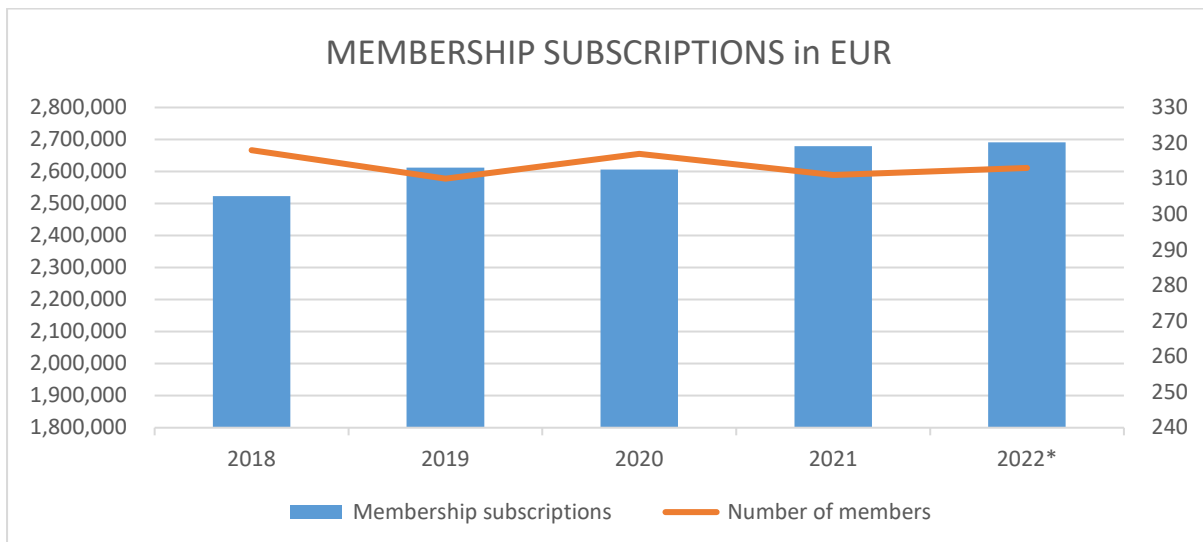
(1) Consisting of Global Office (Brussels) and the Africa, Americas and Asia & Pacific Regions

Membership Fees in EUR

	2017	2018	2019	2020	2021	2022*
Membership fees	2,734,403	2,522,782	2,612,231	2,605,978	2,679,330	2,690,729
Number of members	302	318	310	317	311	313

*estimated budget

xxx





INTERNATIONAL COOPERATIVE ALLIANCE AISBL

Statutory Auditor's report
December 31, 2021

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING





INTERNATIONAL COOPERATIVE ALLIANCE AISBL

STATUTORY AUDITOR'S REPORT TO THE GENERAL MEETING OF MEMBERS OF THE ICA FOR THE YEAR ENDED DECEMBER 31, 2021

In the context of the statutory audit of INTERNATIONAL COOPERATIVE ALLIANCE AISBL (the « ICA »), we hereby present our statutory auditor's report. It includes our report on the audit of the annual accounts as well as the other legal and regulatory requirements. This is an integrated whole and is indivisible.

We have been appointed as statutory auditor by the general meeting of members of September 3, 2020, following the proposal formulated by the board of directors. Our statutory auditor's mandate expires on the date of the general meeting deliberating on the annual accounts for the year ended 31 December 2022. We have performed the statutory audit of the annual accounts of INTERNATIONAL COOPERATIVE ALLIANCE AISBL for eight consecutive years.

REPORT ON THE ANNUAL ACCOUNTS

Unqualified opinion

We have audited the annual accounts of the ICA, which comprise the balance sheet as at December 31, 2021, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of € 6,279,182.72 and a profit and loss account showing a positive result for the year of € 67,135.27.

In our opinion, the annual accounts give a true and fair view of the ICA's net equity and financial position as at December 31, 2021, as well as of its results for

the year then ended, in accordance with the financial reporting framework applicable in Belgium.

Basis for the unqualified opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Belgium. Our responsibilities under those standards are further described in the 'Statutory auditor's responsibilities for the audit of the annual accounts' section in this report. We have complied with all the ethical requirements that are relevant to the audit of annual accounts in Belgium, including those regarding independence.

We have obtained from the board of directors and ICA officials the explanations and information necessary for performing our audit.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter Paragraph

Without modifying our unqualified opinion, we refer to the appendix A-asbl 6.8 of the annual accounts where in the additional information, the board of directors reports an important event that occurred during the financial year with the Covid-19 pandemic and explains the effects thereof on the financial situation of association.

AUDIT | TAX | CONSULTING

RSM Belgium is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM Network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.

RSM InterAudit BV-BRL - registered auditors - - Registered office : chaussée de Waterloo 1151 - B 1180 Brussels
audit@rsmbelgium.be - VAT BE 0436.391.122 - RLP Brussels .

Member of RSM Toelen Cals Dupont Koevoets - Offices in Aalst, Antwerp, Brussels, Charleroi, Mons and Zaventem



Paragraph concerning other points

ICA has received subsidies to which a number of conditions are attached. Not all subsidies were subjected to inspections by the competent authorities.

Responsibilities of the board of directors for the preparation of annual accounts

The board of directors is responsible for the preparation of annual accounts that give a true and fair view in accordance with the financial reporting framework applicable in Belgium, and for such internal control as the board of directors determines is necessary to enable the preparation of annual accounts that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts, the board of directors is responsible for assessing the ICA's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board of directors either intends to liquidate the ICA or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the statutory auditor for the audit of the annual accounts

Our objectives are to obtain reasonable assurance about whether the annual accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue a statutory auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts.

In performing our audit, we comply with the legal, regulatory and normative requirements applicable to the audit of annual accounts in Belgium. A statutory audit does not provide any assurance as to the ICA's future viability nor as to the efficiency or effectiveness with which the board of directors has conducted or will conduct the business operations of the ICA. Our responsibilities in relation to the board of directors' use of the going concern accounting principle are described below.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the annual accounts, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the ICA's internal control;
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board of directors;
- ▶ Conclude on the appropriateness of the board of directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ICA's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our statutory auditor's report to the related disclosures in the annual accounts or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our statutory auditor's report. However, future events or conditions may cause the ICA to cease to continue as a going concern;
- ▶ Evaluate the overall presentation, structure and content of the annual accounts and whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identified during our audit.



OTHER LEGAL AND REGULATORY REQUIREMENTS

Responsibilities of the Board of Directors

The board of directors is responsible, as well as for the compliance with the legal and regulatory requirements regarding bookkeeping, with the Code of companies and associations and with the Company's by-laws.

Responsibilities of the statutory auditor

In the context of our mission and in accordance with the Belgian standard (revised version 2020) which is complementary to the International Standards on Auditing (ISAs) as applicable in Belgium, it is our responsibility to verify, in all material aspects, to ensure compliance with certain obligations referred to in the Code of companies and associations and the Company's by-laws, as well as to report on these matters.

Statement related to independence

- ▶ Our audit firm did not provide services which are incompatible with the statutory audit of annual accounts, and we remained independent of the ICA in the course of our mandate.
- ▶ The fees related to additional services which are compatible with the statutory audit of annual accounts as referred to in article 3:65 of the Code of companies and associations are duly disclosed and itemized in the notes to the annual accounts.

Other statements

- ▶ Without prejudice to certain formal aspects of minor importance, the accounting records are maintained in accordance with the legal and regulatory requirements applicable in Belgium.
- ▶ There are no transactions undertaken or decisions taken which may be in violation with the by-laws, the Code of companies and associations, that we have to report to you.

Zaventem, May 18th, 2022

RSM INTERAUDIT BV-SRL
STATUTORY AUDITOR
REPRESENTED BY
JEAN-FRANÇOIS NOBELS

201				1	EUR	
NAT.	Filing date	Nr.	P.	U.	D.	A-npo 1

**ANNUAL ACCOUNTS AND OTHER DOCUMENTS
TO BE FILED UNDER BELGIAN COMPANIES
AND ASSOCIATIONS CODE**

IDENTIFICATION DETAILS (on date of deposit)

NAME: *.....Alliance coopérative internationale.....*

Legal form: *.....International non-profit organization.....*

Address: *.....Avenue Mucamps.....* Nr.: *.....105.....* Box:

Postal code: *.....1030.....* Municipality: *.....Schaerbeek.....*

Country: *.....Belgium.....*

Register of legal persons - Commercial court of *.....Brussels, French-speaking.....*

Website address¹:

Company identification number 0535.539.869

DATE 07 / 06 / 2013 of filing the memorandum of association OR of the most recent document mentioning the date of publication of the memorandum of association and of the act amending the articles of association.

ANNUAL ACCOUNTS ANNUAL ACCOUNTS IN EUROS (2 decimals)

approved by the general meeting of² 20 / 06 / 2022

Regarding the financial year from 01 / 01 / 2021 to 31 / 12 / 2021

Preceding financial year from 01 / 01 / 2020 tot 31 / 12 / 2020

The amounts for the preceding period are ~~are not~~³ identical to the ones previously published

Total numbers of pages filed: *.....20.....* Numbers of sections of the standard form not filed because they serve no useful purpose: *.....6,3,6,5,7,8.....*

Bruno Roelants
(name and position)

Signature
(name and position)

Nr. 0535.539.869

A-npo 2.1

**LIST OF THE DIRECTORS, BUSINESS MANAGERS AND AUDITORS
AND STATEMENT REGARDING AN ADDITIONAL
ORDER FOR REVIEW OR CORRECTION**

LIST OF THE DIRECTORS, BUSINESS MANAGERS AND AUDITORS

COMPLETE LIST with surname, first names, profession, place of residence (address, number, postal code and municipality) and position within the company

<i>Jean-Louis BANCEL</i> <i>Rue de la Glacière 16, 75013 paris, France</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Chunsheng LI</i> <i>Fuxingmennei Street 45, . Xicheng District Beijing, China</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Ariel GUARCO</i> <i>de junio 10, . Coronel Pringles Buenos Aires, Argentina</i>	<i>Chairman of the board of directors</i> <i>17/11/2017 - 17/11/2021</i>
<i>Jan Anders LAGO</i> <i>Ovre Torekallgatan 31, S-151 3 Sodertalje, Sweden</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Martin LOWERY</i> <i>Philadelphia Avenue 612, . Takoma Park, Maryland, United States</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Carlo SCARZANELLA</i> <i>Via dei Cipressi n5 /b, 54038 Montignoso, Italy</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Petar STEFANOV</i> <i>Planinitza Street 6, . Sofia, Bulgaria</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Gregory WALL</i> <i>Keane Street 22, 6011 Peppermint Grove, Australia</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Benett REID</i> <i>Poulhouse Farm - Hockley Brook Lane - Belbroughton ., , Worcestershire, United Kingdom</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Aditya YADAV</i> <i>Vikramaditya Marg 7-8, , Lucknow, Uttar Pradesh, India</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Manuel MARISCAL SIGÜENZA</i> <i>Calle Vereda, El Coronil 64, , Sevilla, Spain</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Isabelle FERRAND</i> <i>Square André Malraux 1, 92300 Levallois Perret, France</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Sébastien CHAILLOU</i> <i>Gabriel Husson 45, 93230 Romainville, France</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Maria-Eugenia PEREZ ZEA</i> <i>Carrera 19 box A, 125-45 Bogota, Belgium</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Toru NAKAYA</i> <i>Nakamisu Tanabe-shi 270, 646-0215 Wakayama-ken, Japan</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Alexandra WILSON</i> <i>Blackburn Ave 50, ON K1N 8A5 Ottawa, Canada</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Onofre Cezario DE SOUZA FILHO</i> <i>Avenida Presidente Marques 745, AP 1401 Ed Fonta, Cuiaba, Brazil</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Kamarudin ISMAIL</i> <i>Jalan BM1/1 Bayan Close Bukit Mahkota 30, 43000 KAJANG, Malaysia</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>

Nr. 0535.539.869

A-npo 2.1

LIST OF THE DIRECTORS, BUSINESS MANAGERS AND AUDITORS (CONTINUED)

COMPLETE LIST with surname, first names, profession, place of residence (address, number, postal code and municipality) and position within the company

<i>Marjaana SAARIKOSKI</i> <i>Graniittitie 7 as 13, 00710 Helsinki, Finland</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Florence RAINEIX</i> <i>Avenue de Villars 7, 75075 Paris, France</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Susanne WESTHAUSEN</i> <i>Gasvaerksvej 9, 1656 Copenhagen, Denmark</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Om Devi MALLA</i> <i>Valley homes,C#5, Sunakothi, Lalitpur-27 ,, . Kathmandu, Nepal</i>	<i>Director</i> <i>17/11/2017 - 17/11/2021</i>
<i>Graciela FERNANDEZ QUINTAS</i> <i>Acevedo Diaz, Eduardo 1407, , Montevideo, Uruguay</i>	<i>Director</i> <i>21/10/2018 - 17/11/2021</i>
<i>Japheth MAGOMERE</i> <i>Mavoko Town Block (Kimbo) 49, , Syokimau, Kenya</i>	<i>Director</i> <i>21/10/2018 - 17/11/2021</i>
<i>RSM InterAudit Sc Sprl</i> <i>Nr.: 0436.391.122</i> <i>Lozenberg 22b2, 1932 Sint-Stevens-Woluwe, Belgium</i> <i>Membership nr.: B00091</i>	<i>Auditor</i> <i>03/09/2020 - 30/06/2023</i>

Represented by:

Jean-François Nobels
Membership nr.: A01360

Nr. 0535.539.869

A-npo 2.2

AUDITING OR ADJUSTMENT MISSION

Optional information:

- If the annual accounts were audited or corrected by an external accountant or by a company auditor who is not the statutory auditor, mention name, surnames, profession and address of each external accountant or company auditor and his membership number with his institute, as well as the nature of his assignment:

- A. Bookkeeping of the association or foundation,
- B. Preparing the annual accounts,
- C. Auditing the annual accounts and/or
- D. Correcting the annual accounts.

- if the tasks mentioned under A or B are executed by certified accountants or certified bookkeepers – tax specialists, you can mention hereafter: name, surnames, profession, address of each certified accountant or certified bookkeeper – tax specialist and the nature of his hereafter: name, surnames, profession, address of each certified accountant or certified bookkeeper – tax specialist and the nature of his assignment.

Name, surnames, profession and address	Membership number	Nature of the assignment (A, B, C and/or D)
BDO Accountants and Tax Advisors SRL Nr.: 0438.475.137 Da Vincilaan 9 box E6, 1930 Zaventem, Belgium	50,127,778	AB

Nr. 0535.539.869

A-npo 3.1

ANNUAL ACCOUNTS

BALANCE SHEET AFTER APPROPRIATION

	Discl.	Codes	Period	Preceding period
ASSETS				
FORMATION EXPENSES		20
FIXED ASSETS		21/28	172.633,12	155.984,81
Intangible fixed assets	6.1.1	21
Tangible fixed assets	6.1.2	22/27	11.557,51	18.809,44
Land and buildings		22
Plant, machinery and equipment		23	1.386,90	2.052,98
Furniture and vehicles		24	10.170,61	16.756,46
Leasing and similar rights		25
Other tangible fixed assets		26
Assets under construction and advance payments		27
Financial fixed assets	6.1.3	28	161.075,61	137.175,37
CURRENT ASSETS		29/58	6.106.549,60	5.251.201,38
Amounts receivable after more than one year		29
Trade debtors		290
Other amounts receivable		291
Stocks and contracts in progress		3	164.117,10
Stocks		30/36
Contracts in progress		37	164.117,10
Amounts receivable within one year		40/41	2.718.754,41	1.954.484,90
Trade debtors		40	1.484.563,20	360.934,66
Other amounts receivable		41	1.234.191,21	1.593.550,24
Current investments		50/53	111.387,20
Cash at bank and in hand		54/58	3.211.371,63	2.687.509,77
Deferred charges and accrued income		490/1	65.036,36	445.089,61
TOTAL ASSETS		20/58	6.279.182,72	5.407.186,19

Nr.	0535.539.869				A-npo 3.2
	Discl.	Codes	Period	Preceding period	
EQUITY AND LIABILITIES					
EQUITY		10/15	1.110.316,85	1.123.489,66	
Association or foundation Funds	6.2	10	1.182.735,50	1.263.043,58	
Revaluation surpluses		12	
Allocated funds	6.3	13	
Accumulated profits (losses)	(+)/(-)	14	-72.418,65	-139.553,92	
Investment grants		15	
PROVISIONS AND DEFERRED TAXES					
Provisions for liabilities and charges		160/5	
Pensions and similar obligations		160	
Taxation		161	
Major repairs and maintenance		162	
Environmental obligations		163	
Other liabilities and charges		164/5	
Provisions for grants and legacies to reimburse and gifts with a recovery right		167	
Deferred taxes		168	
AMOUNTS PAYABLE					
Amounts payable after more than one year	6.3	17	
Financial debts		170/4	
Credit institutions, leasing and other similar obligations ...		172/3	
Other loans		174/0	
Trade debts		175	
Advances received on contracts in progress		176	
Other amounts payable		178/9	
Amounts payable within one year	6.3	42/48	2.445.248,97	3.850.796,83	
Current portion of amounts payable after more than one year falling due within one year		42	
Financial debts		43	
Credit institutions		430/8	
Other loans		439	
Trade debts		44	748.523,68	455.809,78	
Suppliers		440/4	748.523,68	455.809,78	
Bills of exchange payable		441	
Advances received on contracts in progress		46	
Taxes, remuneration and social security		45	203.776,81	176.237,90	
Taxes		450/3	37.195,22	26.976,82	
Remuneration and social security		454/9	166.581,59	149.261,08	
Miscellaneous amounts payable		48	1.492.948,48	3.218.749,15	
Accruals and deferred income		492/3	2.723.616,90	432.899,70	
TOTAL LIABILITIES		10/49	6.279.182,72	5.407.186,19	

Nr. 0535.539.869

A-npo 4

INCOME STATEMENT

	Discl.	Codes	Period	Preceding period
Operating income and charges				
Gross operating margin		9900	2.303.817,49	2.709.214,64
Non-recurring operating income		76A		
Turnover*		70		
Contributions, gifts, legacies and grants*		73		
Raw materials, consumables, services and other goods*		60/61		
Remuneration, social security costs and pensions		62	2.198.718,72	2.291.475,25
Depreciation of and other amounts written off formation expenses, intangible and tangible fixed assets		630	10.139,30	36.441,99
Amounts written off stocks, contracts in progress and trade debtors: Appropriations (write-backs)		631/4	-35.671,53	149.196,06
Provisions for liabilities and charges: Appropriations (uses and write-backs)		635/9		
Other operating charges		640/8	242.935,91	38.429,59
Operating charges carried to assets as restructuring costs(-)		649		
Non-recurring operating charges		66A		68.100,51
Operating profit (loss)		9901	-112.304,91	125.571,24
Financial income	6.4	75/76B	293.673,51	202.332,48
Recurring financial income		75	293.608,73	199.892,97
Non-recurring financial income		76B	64,78	2.439,51
Financial charges	6.4	65/66B	114.233,33	185.050,61
Recurring financial charges		65	86.310,33	184.218,49
Non-recurring financial charges		66B	27.923,00	832,12
Gain (loss) for the period before taxes		9903	67.135,27	142.853,11
Transfer from deferred taxes		780		
Transfer to deferred taxes		680		
Income taxes		67/77		
Gain (loss) of the period		9904	67.135,27	142.853,11
Transfer from untaxed reserves		789		
Transfer to untaxed reserves		689		
Gain (loss) of the period available for appropriation		9905	67.135,27	142.853,11

Nr.	0535.539.869	A-npo 5
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APPROPRIATION ACCOUNT

	Codes	Period	Preceding period
Profit (loss) to be appropriated(+)/(-)	9906	-72.418,65	-139.553,92
Gain (loss) of the period available for appropriation(+)/(-)	(9905)	67.135,27	142.853,11
Profit (loss) brought forward(+)/(-)	14P	-139.553,92	-282.407,03
Withdrawals from capital and reserves	791
Appropriations to allocated funds	691
Profit (loss) to be carried forward(+)/(-)	(14)	-72.418,65	-139.553,92

Nr. 0535.539.869

A-npo 6.1.1

EXPLANATORY DISCLOSURES**STATEMENT OF FIXED ASSETS**

	Codes	Period	Preceding period
INTANGIBLE FIXED ASSETS			
Acquisition value at the end of the period	8059P	xxxxxxxxxxxxxxxx	83.771,36
Movements during the period			
Acquisitions, including produced fixed assets	8029	
Sales and disposals	8039	
Transfers from one heading to another(+)/(-)	8049	
Acquisition value at the end of the period	8059	83.771,36	
Depreciations and amounts written down at the end of the period	8129P	xxxxxxxxxxxxxxxx	83.771,36
Movements during the period			
Recorded	8079	
Written back	8089	
Acquisitions from third parties	8099	
Cancelled owing to sales and disposals	8109	
Transferred from one heading to another(+)/(-)	8119	
Depreciations and amounts written down at the end of the period	8129	83.771,36	
NET BOOK VALUE AT THE END OF THE PERIOD	(21)	

Nr.	0535.539.869			A-npo 6.1.2
		Codes	Period	Preceding period
TANGIBLE FIXED ASSETS				
Acquisition value at the end of the period		8199P	xxxxxxxxxxxxxxxx	171.450,60
Movements during the period				
Acquisitions, including produced fixed assets		8169	2.887,37	
Sales and disposals		8179		
Transfers from one heading to another	(+)/(-)	8189		
Acquisition value at the end of the period		8199	174.337,97	
Revaluation surpluses at the end of the period				
		8259P	xxxxxxxxxxxxxxxx	
Movements during the period				
Recorded		8219		
Acquisitions from third parties		8229		
Cancelled		8239		
Transferred from one heading to another	(+)/(-)	8249		
Revaluation surpluses at the end of the period		8259		
Depreciations and amounts written down at the end of the period				
		8329P	xxxxxxxxxxxxxxxx	152.641,16
Movements during the period				
Recorded		8279	10.139,30	
Written back		8289		
Acquisitions from third parties		8299		
Cancelled owing to sales and disposals		8309		
Transferred from one heading to another	(+)/(-)	8319		
Depreciations and amounts written down at the end of the period		8329	162.780,46	
NET BOOK VALUE AT THE END OF THE PERIOD		(22/27)	11.557,51	
OF WHICH				
Owned by the association or the foundation in full property		8349	11.557,51	

Nr.	0535.539.869			A-npo 6.1.3
		Codes	Period	Preceding period
FINANCIAL FIXED ASSETS				
Acquisition value at the end of the period		8395P	xxxxxxxxxxxxxxxx	137.175,37
Movements during the period				
Acquisitions		8365	23.900,24	
Sales and disposals		8375		
Transfers from one heading to another	(+)/(-)	8385		
Other movements	(+)/(-)	8386		
Acquisition value at the end of the period		8395	161.075,61	
Revaluation surpluses at the end of the period				
		8455P	xxxxxxxxxxxxxxxx	
Movements during the period				
Recorded		8415		
Acquisitions from third parties		8425		
Cancelled		8435		
Transferred from one heading to another	(+)/(-)	8445		
Revaluation surpluses at the end of the period		8455		
Amounts written down at the end of the period				
		8525P	xxxxxxxxxxxxxxxx	
Movements during the period				
Recorded		8475		
Written back		8485		
Acquisitions from third parties		8495		
Cancelled owing to sales and disposals		8505		
Transferred from one heading to another	(+)/(-)	8515		
Amounts written down at the end of the period		8525		
Uncalled amounts at the end of the period				
		8555P	xxxxxxxxxxxxxxxx	
Movements during the period				
	(+)/(-)	8545		
Uncalled amounts at the end of the period		8555		
NET BOOK VALUE AT THE END OF THE PERIOD		(28)	161.075,61	

Nr. 0535.539.869 A-npo 6.2

STATEMENT OF ALLOCATED FUNDS AND PROVISIONS

FUNDS	Codes	Period	Preceding period
Opening equity		1.182.735,50	1.263.043,58
Permanent financing			

	Period
Changes during the period	-80.308,08
.....	
.....	
.....	

STATEMENT OF ALLOCATED FUNDS

Valuation rules to calculate allocated funds (*heading 13 of the liabilities*)

	Period
PROVISIONS	
Analysis of the heading 167 of liabilities if amount is material	
.....	
.....	
.....	

Nr.	0535.539.869	A-npo 6.4
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RESULTS

	Codes	Period	Preceding period
PERSONNEL			
Employees for whom the association or the foundation submitted a DIMONA declaration or who are recorded in the general personnel register			
Average number of employees calculated in full-time equivalents	9087	13,0	11,3
INCOME AND CHARGE OF EXCEPTIONAL SIZE OR INCIDENCE			
Non recurring income	76
Non-recurring operating income	(76A)
Non-recurring financial income	(76B)	64,78	2.439,51
Non-recurring expenses	66	27.923,00	68.932,63
Non-recurring operating charges	(66A)	68.100,51
Non-recurring financial charges	(66B)	27.923,00	832,12
FINANCIAL RESULTS			
Capitalized Interests	6502

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RELATIONSHIPS WITH AFFILIATED ENTITIES DIRECTORS AND AUDITORS

AFFILIATED ENTITIES

Guarantees provided on their behalf
 Other significant commitments undertaken in their favour

DIRECTORS, INDIVIDUALS OR BODIES CORPORATE WHO CONTROL THE ASSOCIATION OR THE FOUNDATION WITHOUT BEING ASSOCIATED THEREWITH OR OTHER ENTITIES CONTROLLED BY THESE PERSONS

Amounts receivable from these persons
 Conditions on amounts receivable, rate, duration, possibly reimbursed amounts, canceled amounts or renounced amounts

Guarantees provided in their favour
 Other significant commitments undertaken in their favour

Codes	Period
9294
9295
9500
9501
9502

AUDITORS OR PEOPLE THEY ARE LINKED TO

.....

Period
14.696,00
14.125,60
.....
.....

TRANSACTIONS WITH ENTERPRISES LINKED BY PARTICIPATING INTERESTS OUT OF MARKET CONDITIONS

The transactions made directly or indirectly between the association or foundation and the members of management, supervisory or administrative bodies

.....

Period
.....
.....
.....

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SOCIAL BALANCE SHEET

Number of joint industrial committee: 337

EMPLOYEES FOR WHOM THE ASSOCIATION OR THE FOUNDATION SUBMITTED A DIMONA DECLARATION OR WHO ARE RECORDED IN THE GENERAL PERSONNEL REGISTER

	Codes	1. Full-time (period)	2. Part-time (period)	3. Total (T) or Total full-time equivalents (FTE) (period)	3P. Total (T) or Total full-time equivalents (FTE) (preceding period)
During the current and preceding period					
Average number of employees	100	11,9	2,4	13,0 (FTE)	11,3 (FTE)
Number of hours actually worked	101	199.325	19.635	218.960 (T)	193.004 (T)
Personnel costs	102	1.184.766,94	109.516,27	1.294.283,21 (T)	739.880,00 (T)

	Codes	1. Full-time	2. Part-time	3. Total full-time equivalents
At the closing date of the period				
Number of employees	105	13	2	14,2
By nature of the employment contract				
Contract for an indefinite period	110	13	2	14,2
Contract for a definite period	111			
Contract for the execution of a specifically assigned work	112			
Replacement contract	113			
According to gender and study level				
Men	120	4	1	4,7
primary education	1200	1		1,0
secondary education	1201			
higher non-university education	1202	2		2,0
university education	1203	1	1	1,7
Women	121	9	1	9,5
primary education	1210	3		3,0
secondary education	1211	1		1,0
higher non-university education	1212	3		3,0
university education	1213	2	1	2,5
By professional category				
Management staff	130			
Employees	134	13	2	14,2
Workers	132			
Others	133			

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A-npo 6.7

LIST OF PERSONNEL MOVEMENTS DURING THE PERIOD**ENTRIES**

Number of employees for whom the association or the foundation submitted a DIMONA declaration or who have been recorded in the general personnel register during the financial year

DEPARTURES

Number of employees whose contract-termination date has been entered in DIMONA declaration or in the general personnel register during the financial year

Codes	1. Full-time	2. Part-time	3. Total full-time equivalents
205	1	1	1,5
305

INFORMATION ON TRAINING PROVIDED TO EMPLOYEES DURING THE PERIOD**Total of initiatives of formal professional training at the expense of the employer**

Number of employees involved

Number of actual training hours

Costs for the association or the foundation

of which gross costs directly linked to training

of which fees paid and payments to collective funds

of which grants and other financial advantages received (to deduct)

Total of initiatives of less formal or informal professional training at the expense of the employer

Number of employees involved

Number of actual training hours

Costs for the association or the foundation

Total of initiatives of initial professional training at the expense of the employer

Number of employees involved

Number of actual training hours

Costs for the association or the foundation

Codes	Men	Codes	Women
5801	5811
5802	5812
5803	5813
58031	58131
58032	58132
58033	58133
5821	5831
5822	5832
5823	5833
5841	5851
5842	5852
5843	5853

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A-npo 6.8

VALUATION RULES

Valuation Rules

Generally recognised accounting principles shall be applied. The opinions of the National Accounting Standards Commission shall be taken into account. Specifically, the following rules shall apply.

I) OFF-BALANCE-SHEET COMMITMENTS

1. OFF-BALANCE-SHEET COMMITMENTS

Assets made available free of charge to the association of which the association is not the full owner but only has a right to use said assets shall be recognised as off-balance-sheet rights and commitments.

II) BALANCE SHEET

2. FIXED ASSETS

Purchases having a value of at least € 500 and used for the organisation's operations for a period of more than one year shall be considered as fixed assets. Depreciation shall be on a straight-line basis and shall begin on the first day of the month of purchase.

2.1 START-UP COSTS

Start-up costs shall be fully amortised.

2.2. INTANGIBLE ASSETS

Intangible assets purchased from third parties shall be valued at their purchase price and the others at cost. If they are used for limited periods, they shall be amortised on a straight-line basis at the following rates:

- Research and development expenses: 33.33%
- Concessions, patents, licences, know-how, brands and similar rights, website: 33.33%
- Goodwill: 33.33%

2.3. TANGIBLE ASSETS

Tangible assets shall be valued at their purchase price, at cost, including related expenses. However, if batches of components that are not significant are purchased, they shall be valued at the overall value of the batch.

Tangible assets used for limited periods shall be depreciated on a straight-line basis, beginning on the first day of the month of their purchase, at the following rates:

- Buildings: 5%
- Facilities: 10% - 20%
- Furniture and office equipment: 33.33%
- Rolling stock: 20%
- Improvements to premises: 20%

In-process assets (e.g. constructions) shall be depreciated beginning on the financial year in which they are completed.

Unused tangible assets or tangible assets that are no longer assigned durably to the operation of the business shall be depreciated on an exceptional basis to bring their value into line with their probable realisable value.

As an exception and in compliance with the eligibility rules of the Framework partnership Agreement, the tangible assets allocated to this program shall be depreciated at 100% the year they are purchased.

3. ASSETS PROVIDED FREE OF CHARGE AND PRO BONO SERVICES

The assets provided which the association can use for valuable consideration shall be valued at market value or use value.

Pro bono services shall be valued at probable resale value.

Pro bono services related to an asset that generates a profit shall be valued at market or use value.

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A-npo 6.8

4. LONG-TERM INVESTMENTS

Equity interests and claims shall be recognised at their purchase price minus any amounts not called. However, an individual valuation of each equity interest shall be performed based on the various criteria such as location, profitability and the prospects of the association in which an equity interest is held.

Systematic reductions in value shall be applied in the event of capital losses or durable impairment.

Claims and guarantees shall be recognised at their nominal value. Their value shall be reduced if their repayment when due is uncertain or compromised in part or in whole.

5. CLAIMS DUE IN MORE THAN ONE YEAR AND NO MORE THAN ONE YEAR

Claims shall be recognised at their nominal value.

The value of claims shall be marked down if there are risks of non-collection, losses or probable impairment. The markdowns shall be written back if they prove to be unwarranted.

Yearly dues that have not been paid shall be marked down in value by 50%. Unpaid dues for prior years shall be written off in full.

Where it appears that a claim is definitely uncollectible, said loss shall be recorded directly on the income statement.

6. IN-PROCESS INVENTORY AND ORDERS

Comments: said articles are only assigned values if they are likely to be completed

a) Supplies (raw materials and supplies): N/A

b) In-process manufacturing: N/A

c) Finished products and/or goods:

Goods shall be valued at their purchase price or at the market price on the balance sheet date if the latter is lower.

Finished products shall be valued at their cost price or at the market price on the closing date of the financial period if the latter is lower.

Inventory outflows are recognised in inventory up to the purchase value of the outflows. For assets whose technical or legal characteristics are the same, the inventory outflow value is determined using the FIFO method.

d) In-process orders:

In-process orders shall be valued at their margin cost price, without including the related income share, even though it has become reasonably certain. The cost price includes the expenses directly attributable to the orders, but does not include the financial expenses and/or the extraordinary expenses.

At 31/12/2020, the personnel expenses related to the World Cooperative Congress, that will be held in Seoul in December 2021, are activated as in-process inventory and orders.

e) Impairment:

It is applied to old or obsolescent inventory.

7. CASH AND CASH EQUIVALENTS

The components of said line items are recognised at their nominal value.

Cash and cash equivalents are marked down for impairment when their realisable value on the balance sheet date is lower than their purchase price.

8. ACCRUED INCOME AND PREPAID EXPENSES

These accounts include expenses to be carried forward and earned income; they are recognised either at the nominal amounts of the percentage of the expenses already paid or invoiced but that are related to future financial years or at the amount of the percentage of the revenues that are related to the financial year but which have not been received.

9. SHAREHOLDERS' EQUITY

Shareholders' equity consists of the beginning assets of the association. It may be enhanced by permanent resources (gifts, contributions in kind or in cash) received by the association and intended to durably sustain the operations of the association.

APPROPRIATED EARNINGS: appropriated earnings can be made up by withdrawal from profits and used on the basis of a proposal from the Board of Directors.

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A-npo 6.8

10. GAIN FROM REVALUATION OF ASSETS

Gains from revaluation of assets are recognised as per accounting law.

11. CAPITAL CONTRIBUTIONS

Capital contributions recognised on the balance sheet:

Incorporation contributions or expansion contributions (association funds):

Cash contributions are recognised at their nominal value. In-kind contributions are recognised at market or use value.

Contributions for the purchase of assets (capital contributions)

Cash contributions are recognised at their nominal value. In-kind contributions are recognised at market or use value.

Capital contributions are recognised at the value of the amounts received. Scheduled mark-downs are written back as the depreciation and amortisation for the purchase of which the said contributions were obtained, and where applicable, up to the balance in the event of the resale or decommissioning of said assets.

12. PROVISIONS FOR CONTINGENCIES AND LOSSES

Provisions for contingencies and losses are individualised and factor in foreseeable contingencies. They are written back if at the end of the financial year they exceed the current assessment of contingencies and losses on which they were based.

The provisions are increased by provisions for gifts with write-back rights as applicable.

13. CURRENT LIABILITIES AND LONG-TERM LIABILITIES

Loans and liabilities are valued at their nominal value. They are increased where applicable by late interest or other penalties owed.

14. DEFERRED INCOME AND ACCRUED EXPENSES

These accounts include expenses to be charged and income to be carried forward; they are recognised at:

either the nominal amount of the percentage of the expenses related to the financial year but for which supporting documentation has not yet been reviewed; or the nominal amounts of the percentage of the income already invoiced or received but that is related to the next financial year.

15. FOREIGN CURRENCY

Claims, liabilities, rights and commitments denominated in foreign currency are translated into euros based on the official exchange rates on the day of the transaction or a date near to it. Foreign exchange differences are recognised as income or as an expense.

On the balance sheet date, accounts in foreign currencies are revalued at the exchange rate on the balance sheet date and unrealised gains and losses are offset by currency. Unrealised losses are charged and unrealised gains are credited (to liabilities). Unrealised gains and losses on cash and cash equivalents in foreign currencies are immediately charged to the income statement.

III) INCOME STATEMENT**16. DONATIONS AND GIFTS**

The donations and gifts referred to below are recognised in the income statement (#73)

Cash donations and gifts for setting up or expanding operations for the purchase of assets or cash and cash equivalents are valued at the nominal value of the payment.

In-kind donations and gifts for setting up or expanding operations for use as assets or to support working capital are valued at market or use value.

In-kind donations and gifts received for the purpose of resale are valued at the probable realisable value at the time they are counted.

Donations and gifts intended to be distributed free of charge are not valued.

17. SUBSIDIES RECOGNISED IN THE INCOME STATEMENT

Operating subsidies

Cash subsidies are recognised at their nominal value. In-kind subsidies are recognised at market value.

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18. BRANCHES

The financial information of the branches (Africa, Americas, and Asia & Pacific) is integrated into the Belgian accounts of the International Cooperative Alliance.

19. OTHER POINTS

The difference between the personnel expenses included in annex Asbl 3 and the expenses reported in the annex Social report (code 102) is due to the consolidated numbers that are not included in the Social report, which only collects the Belgian data.

20. Covid-19 : impact on the financial situation

Working from home continued in 2021, travel and physical events were limited. Nevertheless, the 33rd World Cooperative Congress was held in Seoul in December 2021 in a hybrid version.

The end of the partnership with the European Union was postponed to the end of August 2021.

The pandemic had a limited impact on membership dues collection.

However, the International Cooperative Alliance AISBL has taken the necessary measures to adapt its organisation and to preserve the safety and health of its employees in order to guarantee the pursuit of its activities in the best conditions.

As at the date of approval of the 2021 annual accounts by the ICA Board of Directors, we are not aware of any uncertainties that would question the ICA's ability to continue as a going concern

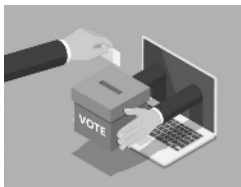
What does it mean to discharge members of the board and statutory auditor?

This is a requirement in accordance with Belgian law. When the General Assembly discharges the statutory auditor, or the board, the association thereby waives its right to invoke the board or auditor's liability:

1. for the negligent performance of his tasks, and
2. for the damages suffered by the association as a result of any breach of the Law or of the association's articles of association which he did not identify in the course of his control (for example fraudulent annual accounts prepared by the Board). In the latter hypothesis, the auditor will not be liable if he shows that he has properly performed his duties and has disclosed these violations to the Board (or to the General Assembly if the Board does not remedy the violation).

However, the discharge is only valid to the extent it has been granted in full knowledge. The same qualification is applicable to the discharge granted to directors.

This means that the discharge only waives the association's rights towards the auditor about facts, actions or omissions that have been disclosed to the General Assembly (for example in the auditor's/Board's report or in the approved statements) or, more generally, facts, actions or omissions of which the General assembly had (in fact) knowledge of or of which the General Assembly could reasonably have had knowledge.



APPROVAL OF THE 2021 ACCOUNTS & DISCHARGE OF THE AUDITOR	
FOR	
AGAINST	
ABSTAIN	

7. 2017 General Assembly Mandate to the Board of Directors

The ICA Board will provide a report on the mandate approved by the 2017 General Assembly. For ease of reference, the text of the adopted mandate is provided below:

* * *

Mandate of the next Board of Directors 2017-2021

WHEREAS the General Assembly adopted a *Blueprint for a Co-operative Decade*, at its meeting in October 2012, setting a strategic direction for the co-operative movement and the International Co-operative Alliance for the decade ending in 2020; and

WHEREAS the International Co-operative Alliance Board of Directors 2013-2017 has approved an action plan for the organisation to ensure that it is prepared to operate effectively, which plan includes six work streams:

Membership

- Implement a comprehensive member services strategy to improve member satisfaction and retention (clarifying member profiles)
- Launch a targeted recruitment campaign and tailor paths for engagement for each member profile (retention)
- Work closely with independent global and regional co-operative associations toward greater collaboration and alignment (responding to members' engagement with multiple associations)

Primary Co-operative Engagement

- Create a business engagement strategy that focuses on the co-operative movement's entrepreneurial model: rethink the Leadership Circle & Co-operative Roundtable and develop an engagement strategy for Global 300 co-operatives
- Explore development of partnerships with primary co-operatives and the creation of business-oriented services with the aim to attract and retain membership of the Global 300
- Build on the partnership with the International Summit of Co-operatives to enhance primary co-operative engagement and business-led initiatives

Communications

- Adopt an organisation-wide communications strategy for the Alliance that includes the needs of regions and sectors in order to reinforce our position as the global voice of the co-operative
- Develop standardized communications tools and harmonise the messages (using proactive social media management)
- Build on the partnership with Cooperatives for a Better World to fully leverage its resources in line with the overall communications strategy

Financial Management & Organisation

- Increase and diversify revenue streams and propose options to match the 20% co-financing obligation for the EU Partnership
- Install across Alliance system rigorous cost-management culture and process, organise and coordinate functional activities to avoid duplication, and promote member secondment
- Implement a 3-5 year budgeting and planning cycle with increased interaction among the organisation's governing bodies and propose modification to redistribution formulas to support strategic allocation of overall resources

and;

WHEREAS the International Co-operative Alliance must continue to ensure that it is evolving its governance and operations to be able to provide leadership and set an example for co-operative organisations; and

WHEREAS the Alliance has established business groups, such as the Leadership Circle, the Co-operative Roundtable, and the Blue Ribbon Commission on Co-operative Capital, which have encouraged the organisation to support co-operative initiatives in the collaborative economy; and

WHEREAS the Alliance has drafted a policy guide to provide coherence to its global policy priorities and strategies, with member input and feedback; and

WHEREAS the Board of Directors has considered the current practice of electing all directors at the same time and finds that this practice can jeopardize governance continuity and can impede the goal of selecting a board balanced by gender, regional and sectoral representativeness, and expertise; and

WHEREAS the Board of Directors has considered the current method of allocating votes under the organisation's Bylaws and finds that significant anomalies can exist between countries, across regions, and among members in a single country; and

WHEREAS the Board of Directors acknowledges that the current subscription formula, although recently amended to address serious increases that resulted from modest changes in membership or country economic condition, still fails to adequately reflect organisational capacity to pay; and

WHEREAS the incoming Board of Directors should benefit from the work of the concluding Board and should be guided by the will of the General Assembly in identifying organisational priorities;

NOW THEREFORE the Board of Directors recommends that the General Assembly, at its meeting in Kuala Lumpur on 17 November 2017,

HEREBY RESOLVE that the Board of the International Co-operative Alliance which will be elected at this Assembly:

1. Revise the overall strategy expressed in the *Blueprint for a Co-operative Decade*, with a view toward 2030, building on the action plan, the policy guide, and the work of the Leadership Circle, the Co-operative Roundtable and the Blue Ribbon Commission on Co-operative Capital, as appropriate, working in close collaboration with the regions and sectors of the Alliance and in consultation with the entire Alliance membership, with the goal of proposing a new, people-centered path for globalization through increasing importance given to co-operative action, and by the bodies of the Alliance strengthening their combined action at the service of co-operatives and their national structures;
2. Initiate reforms, following careful consultation with members, regions and sectors, to the membership subscriptions that more accurately reflect organisational capacity to pay and to the voting allocation that ensure a better balance between equity and solidarity within and between countries, regions and sectors; and
3. Draft a recommendation on the implementation of staggered or rotating terms for directors, under which some percentage of directors would be elected at each

biennial Assembly, all still for four-year terms (following the initial implementation); and

4. A progress report on this work be presented at the Assembly in 2018, with specific proposals to be submitted to the vote of the 2019 meeting of the Assembly.

* * *

9. Discharge of the Board

See explanation in agenda item 6 explaining “discharge of the board”.



DISCHARGE OF THE BOARD	
FOR	
AGAINST	
ABSTAIN	

10. Ratification of Sectoral Organisations Elections

Starting in 2011, the ICA Board asked the General Assembly to ratify the elections of the sectoral organisations, specifically:

When the sectoral organisations hold elections for their directors, if less than 50% of the eligible field participates in the election, then the General Assembly would be asked to ratify those elections, in order to ensure legitimacy; and the General Assembly will be asked to ratify the election of every sectoral organisation president, regardless of the percentage of member participation, as it is done for the regional presidents.

A number of Sectoral Organisations will hold elections just prior to the ICA General Assembly in Seville. The results of the elections will be verbally communicated to the General Assembly for ratification.

International Health Cooperative Organisation (IHCO) Election

On 27 October 2021, delegates from 10 countries met online for the IHCO General Assembly. Over the next four-year period, the Board will be made by Carlos Zarco from Spain as President; Ricardo López from Argentina and Hotaka Hara from Japan, as Vice-Presidents; and Gilberto Quinche from Colombia and Marcos Cunha from Brazil as Board Members.

International Cooperative Agricultural Organisation (ICAO) Election

On 1 October 2020, ICAO elected a new President at the online ICAO annual general meeting. Sunghye Lee was elected President.

* * *



RATIFICATION OF SECTORAL ORGANISATION ELECTIONS	
FOR	
AGAINST	
ABSTAIN	

11. ICA Board Election






Below is information on each candidate, by position, for the ICA Board election. Note that members can meet with candidates during the networking session on 19 June 2022 from 19:00 to 23:00. Members can also hear from the candidates for President during a webinar to take place on 31 May 2022 from 13:00 to 15:00 CEST.

Videos from candidates have been posted on the ICA website here: <https://www.ica.coop/en/general-assembly-2022-candidates>.

The ICA Board is comprised of the President, four Vice Presidents, four representatives of the global sectoral organisations, one youth representative, the Chair of the Gender Equality Committee, and fifteen (15) other at-large members. The sectoral organisation, youth representative and gender equality committee representatives are nominated by their respective constituents and formally elected by the General Assembly. The Vice Presidents are the individuals elected by the regions as Regional Presidents, and ratified by the General Assembly. The fifteen at-large Board members and the President are nominated directly by ICA members and elected at this General Assembly.

Presentation of the Candidates for President

	<p>ARGENTINA • Ariel GUARCO • nominated by Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)</p> <p>Ariel Guarco is a cooperator since his youth, through his involvement in the Electric Cooperative of Coronel Pringles, in the south of Argentina. In 2008, he became the highest authority of the Federation of Electric and Public Utilities Cooperatives (FEDECOBA). In 2011, he was elected President of Cooperative Confederation of the Argentine Republic (COOPERAR). Now he represents the cooperative movement in the National Institute of Social Economy in Argentina. He was Board member of Cooperatives of the Americas (2014-2018) and elected President of the ICA in November 2017. He is the author of two books: Argentine Cooperativism, A Hopeful Look into the Future (2013) and Cooperative Principles in Action Addressing the Challenges of Today's Global Agenda (2020).</p> <p>In these four years I have done my best to fulfil what I committed myself to: to put the organization at the service of each of its members, to promote the integration of each of the ICA governing bodies, to strengthen the innovative and inclusive potential of our business model and to position it as a key partner of all international organizations committed to sustainable development.</p> <p>We have made considerable progress, but my experience, my commitment and the ongoing dialogue with each of you tell me that we still have a lot of work to do.</p> <p>Let us continue to put our cooperative principles into action!</p>
	<p>AUSTRALIA • Melina MORRISON • Business Council of Co-operatives and Mutuals (BCCM)</p> <p>Melina Morrison, CEO, BCCM (Australia)</p> <p>Melina has worked for the cooperative movement for 20 years including for the ICA working to raise the profile of the movement. She was a driving force behind the formation of the first Australian apex body for cooperatives in 2013.</p> <p>As chief executive of the Business Council of Co-operatives and Mutuals she has led the movement to historic achievements. Her campaign for access to capital resulted in new laws and more than AU\$350 million released into Australian cooperatives and mutuals since 2019. Melina led the development of the Mutual Value Measurement framework to measure the value of cooperatives and mutuals. She has raised AU\$24.5 million in government funding for cooperatives in agricultural and care. Melina is leading a project to develop the first reporting framework for cooperatives for 'ESG'. She is a director of Australian Mutuals Foundation which funds financial cooperatives in South-East Asia.</p> <p>If elected, Melina's three priorities for the ICA are: Leadership, Communication and Growth. She will work with the Board and members to elevate cooperatives globally to the level of influence they deserve and use</p>

	<p>her proven communications skills to lead an effective strategy to bring cooperatives to the world's attention. Melina will ensure the ICA can grow by engaging more cooperatives and mutuals in the work of the ICA building on the success of the regions and sectors. Increasing the number, size and reach of cooperatives will be at the heart of everything she does as ICA President.</p>
	<p>FRANCE • Jean-Louis BANCEL • Coop FR</p> <p>Born in 1955, Chairman of Coop FR, Chairman of the Credit Coopératif foundation. Former high ranking official of the French economy and finance Ministry on national and international issues. Business leader of cooperative and mutual enterprises: secretary general of the syndicate of insurance mutual enterprises, CEO of the French federation of health mutual, and President of Crédit Coopératif.</p> <p>Numerous responsibilities in the international cooperative movement: ICMIF Chairman, Chairman of the International Cooperative Banking Association, President of Cooperatives Europe, member of the ICA Board and in particular Chairman of the international committee on cooperative principles.</p> <p>The Alliance should be mobilised by 3 key priorities:</p> <ul style="list-style-type: none"> • Strengthening the identity of cooperatives by educating the younger generation. • Expand the cooperative model in all countries to meet the needs the worldwide economic and social transition entails. • Widening our enterprises' scope for originality. <p>Given the financial situation, we will need everyone's commitment. You can count on me to make all members of the Board of Directors a united team, at your service. The functioning of the global ICA requires urgent review.</p> <p>In order to continue to be the voice of cooperatives, the Alliance must give them a voice. Vote for my candidacy, and we can take back our voice and ensure the Alliance remains at your service.</p>

Note that Mr Bancel is also running for the At-large position.

Presentation of Candidates for Ratification as Vice Presidents

The following Vice Presidents were recently elected by their Regional Assemblies.

Vice President, Africa

**High Chief Oriyomi AYEOLA**

High Chief Ayeola was elected as President of ICA-Africa at their last Regional Assembly held in October 2021.

High Chief Ayeola Tajudeen Oriyomi is a graduate of Economics Education and has over 27 years of cooperative experience having presided over all the four tiers of Cooperative Administration in Nigeria. He is presently the President of Cooperative Federation of Nigeria.

As President of ICA-Africa, he contributed to the agriculture value chain by encouraging production and sales of Coop Foods, pioneered health care schemes; and enhanced the contributions of cooperatives in real estate with the construction of a befitting Secretariat for a State Cooperative Movement.

He joins the ICA Board with a mission to add value to cooperatives in Africa and join hands with progressive Cooperative Leaders in other regions of the world towards an enhanced global Cooperative Movement.

He has proven his leadership skills with the enhanced visibility and dynamism witnessed by the Cooperative Movement in Nigeria under his leadership. Presently, CFN is in partnership with the Federal Government of Nigeria for provision of social housing to the populace through Cooperatives. Aside his leadership skills, he is also experienced in Board proceedings being a Board Member of Cooperative Mortgage Bank Ltd, Nigeria and Coop. Holding LTD.

Vice President, Asia-Pacific

**Dr. Chandrapal Singh YADAV**

Dr Yadav was elected as President of ICA-AP at their last Regional Assembly held in November 2021.

President, Krishak Bharati Cooperative Ltd. (KRIBHCO) and Governing Council Member of the National Cooperative Union of India (NCUI). He is also Director of National Agricultural Marketing Federation of India Ltd. (NAFED) and Indian Farmers Fertilizer Cooperative Ltd. (IFFCO). He has been Vice-President of ICA-AP Regional Board for 10 years since 2010. He has been the President of NCUI for 10 years. He has been with cooperatives for more than 30 years, starting from primary cooperatives at his village. He has been a member of the Legislative Assembly of his home state and of the Indian Parliament. He holds M.Sc., B.Ed., L.L.B and PhD degrees.

Vice President, Europe

**Susanne WESTHAUSEN**

Westhausen was elected as President of Cooperatives Europe at their last General Assembly in October 2021.

My name is Susanne Westhausen. I am the CEO of the Danish apex organisation for cooperatives since 2007, and the president of Cooperatives Europe. During that time one of my main interests has been to explore and share the fantastic powers of the cooperative movement and the ability of the model to be a positive and real gamechanger for ordinary people in times of need.

In the continuing debate about how to end poverty and build prosperity, economists have put forward powerful, often conflicting ideas. The impact of such ideas as central planning, Keynesianism and naïve cost-benefit analysis defined the wealth and fate of nations over the twentieth century. The ongoing battle of ideas will continue to shape our lives and society in this century. But the cooperative movement, as part of the social economy, must stand out as the viable business model in these dire straits.

Others have started to realise that values like the cooperative values are both sound for business and appeal to costumers. But such values cannot be owned. Therefor we need to demonstrate in our communications, our advocacy and of course in practise, that the cooperative values are rooted in the core of the business model and not something invented by external consultants and the HR department as a CSR policy.

Together we can and must deepen our Cooperative Identity.

Presentation of the Candidates “At-Large”

**AUSTRALIA • David FRASER • nominated by Capricorn Society Ltd.**

MBA, GAICD, FAICD, FAIM, A FIN, FGIA. David is the Group CEO of Capricorn and has 16 years' experience in Cooperative and Mutual sectors. He currently has a variety of relevant directorships, including Business Council of Co-op's & Mutuals (the Apex body for cooperatives in Australia), WA Co-op Federation, WA Motor Industry Foundation, and previously the Australian Automotive Aftermarket Association.

Prior to joining Capricorn in 2006 David held several senior sales, marketing and general management roles for organisations with responsibilities both in Australia and globally. As an experienced Chief Executive Officer of a large cooperative and a director on various Board's David has a good understanding of good cooperative governance standards, as well as strategy development and managing risk.

He has nominated to join the ICA Board as he believes he can add value in further promoting the cooperative business model and creating stronger

	<p>cooperative businesses not only in Australasia but on the global stage too. And he would like to further contribute to this and the ICA's ongoing success.</p> <p>David holds an MBA, is a Fellow of both the Australian Institute of Company Directors and the Governance Institute of Australia and attended Harvard Business School, USA.</p>
	<p>BANGLADESH • Mohiuddin AHMED • nominated by National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)</p> <p>Mr. Mohiuddin Ahmed is Chairman of BJSU. Was born in 1967 in noble Muslim family of village Magarampur under Bancharampur upazilla of Branhmanbaria district. His father Mr. Aftabuddin Ahmed is a former Deputy Secretary of Bangladesh Government and mother Begum fatema Khatun is a former teacher of Siddeswari Girls High School. Mohiuddin Ahmed passed S.S.C and H.S.C from Faujdarhat Cadet College and obtained degree and L.L.B from University of Dhaka and from Private University respectively. He is married and father of two sons. His wife Nurjahan Begum is a housewife. He is a successful co-operative, sports organizer and active politician. He is a former successful Chairman of Bangladesh Samabaya Bank Limited from 2009 to 10th February 2022 and Vice Chairman from 1996 to 2002. He is a member of Mayarampur Agricultural co-operative societies founder Chairman Of Bancharampur Co-operative Land Development Bank Ltd. He is a general secretary of Brothers union club and permanent member of Sheikh Russel Crirachakra Ltd. He is a former successful president of Dhaka Metropolitan City (South) Awami Jubo League. He is a former joint secretary of Dhaka South Awami League. At present he is a vice president of Bangladesh football federation, Executive member of Bangladesh Olympic Association, and is a good sports organizer.</p>
	<p>BRAZIL • Márcio Lopes DE FREITAS • nominated by Organização das Cooperativas Brasileiras (OCB)</p> <p>Mr. de Freitas is a farmer and coffee producer. He was born in a family of cooperative leaders in the small city of Patrocínio Paulista, State of São Paulo, Brazil. Mr. de Freitas was elected President of the Organization of Brazilian Cooperatives on 17th April 2001. He has a bachelor's degree in business from the University of Brasilia.</p> <p>Since 2008, he has been serving as the Vice-President of the International Cooperative Agricultural Organization (ICAO) for Americas. He is also vice-president of the Organization of Cooperatives of the Portuguese Speaking Countries (OCPLP).</p> <p>Mr. Freitas wishes to keep the traditional participation of Brazil at the ICA Board of Directors. He is willing to contribute to make ICA financially sustainable. He is decided to collaborate to create a better work environment within the entire movement through the strengthening of the cooperation culture among members.</p> <p>Mr. Freitas also believes that ICA should take more actions to promote trade and partnership among cooperatives all around the world. In his opinion, ICA should also foment partnerships with other international organizations to facilitate the economic development of our members.</p>



BULGARIA • Krasimir IGNATOV • nominated by Central Co-operative Union (CCU)

Krasimir Ignatov, Ph.D. Director General “International Affairs”, Central Cooperative Union-Bulgaria and CCU Board Member. Krasimir Ignatov has been working for CCU Bulgaria since 2010, holding various positions, concerning the retail, wholesale and marketing activities, as well international affairs, social economy and European projects. He is multi-skilled in international relations, diplomacy, sustainable and economic development, social economy, youth membership, international cooperation projects, finance, sales, marketing, training and education, retail chains, logistics, innovations, etc.

As a Cooperator, Director General of “International affairs”, CCU Board Member he is devoted to the cooperative model, aiming to strengthen the role of cooperatives, as an answer to all contemporary problems, ensuring that the cooperatives are a vehicle of growth and development. Firmly believing in the Bulgarian cooperative slogan “All TOGETHER WE CAN DO MORE” for more than 12 years he has been promoting it on national, European and global level.



CANADA • Alexandra WILSON • nominated by Co-operatives and Mutuals Canada / Coopératives et mutuelles Canada (CMC)

My cooperative experience spans 48 years and multiple sectors including housing, insurance, credit, investment, overseas development and funeral services. On the ICA global board since 2017, I chair the Cooperative Identity Advisory Group. I am Vice Chair of Cooperatives and Mutuals Canada, the apex body of the Canadian cooperative movement; Vice President and Risk Committee chair of Co-operators, a Canadian cooperative insurer and investment manager; Treasurer of the Funeral Co-operative of Ottawa; and board member of the Canadian Co-operative Investment Fund. I created the Agency for Co-operative Housing and served as its CEO for 16 years before my 2021 retirement.

If re-elected, I will focus on bringing the cooperative identity consultation to a successful conclusion, ensuring the appointment of a suitable director general when Bruno Roelants steps down, and completing the present enquiry into the ICA’s membership, voting and financial arrangements. I will work to ensure that the ICA is on a sound organizational footing and that our activities speak to the movement’s evolving needs and our members’ varying and changing interests. My aim is to work with my peers to make the ICA an organization that is widely recognized, within the movement and without, as indispensable, relevant and effective.



CHINA • Zhenhong CAI • nominated by All China Federation of Supply and Marketing Co-operatives (ACFSMC)

Mr. CAI Zhenhong has committed to human resource development and social security system advancement in his early career. Over the years when holding various positions, he has accumulated rich experiences in the governance of agricultural-based regions and explored effective ways to agribusiness upgrading through innovation. Mr. CAI is currently the Vice President of ACFSMC, extending his efforts to the construction of a healthier and more sustainable co-operative system in China. Since elected as the ICA-AP Vice President in 2021, he is determined to devote himself to mutually beneficial cooperation among co-operatives in the ICA network.



COLOMBIA • María Eugenia PÉREZ ZEA • nominated by Asociación Colombiana de Cooperativas (ASCOOP)

Elected as one of the 100 Most Influential Women in the global cooperative movement in 2020 by the organisation SHE-COOPS, María Eugenia Pérez Zea is an international speaker and current Executive Director of the Colombian Cooperative Association - Ascoop. She is Chair of the Board of Directors of the Coomeva Cooperative Business Group (2022-2026), Chair of the Gender Equality Committee of the International Cooperative Alliance - ICA (2012 to date), has been a member of the ICA World Board since 2018, and is President of the Colombian Cooperative Lawyers Association - COOLEGAS.

I aspire to be a member of the Board, and to contribute to the promotion and growth of the model, its identity, and cooperatives' sense of belonging to the ICA in the Americas. To do so, I will put my experience representing and advocating for cooperatives into practice. For 20 years, I have continued to build on this experience in cooperatives, performing a number of different roles within the cooperative movement.

I see the ICA as a great opportunity to make the work of women and youth in cooperatives visible, and this requires our active participation. Now is the time for our leadership; now is the time to make our voices heard!

Thank you for your support.



FINLAND • Marjaana SAARIKOSKI • nominated by SOK Corporation

Marjaana Saarikoski (MSc Econ.) has been serving the consumer cooperative S Group since 1983 in various leadership positions in sales, marketing, chain/concept management and membership program. Ms Saarikoski has wide business experience of retailing and cooperation with stakeholders, including the national and global cooperative movement. She is a committed member of the Board of the ICA and Euro Coop Presidency.

"My first term at the ICA Board and at the ICA Gender Equality Committee as Vice Chair has shown me the need for global cooperation and stronger advocacy to strengthen the competitiveness of the cooperatives. I am committed to continue working with the movement to build bridges and partnerships for the future progress.

	<p>The shocking violence today in Europe will change the status quo significantly and have severe impacts to the food system also globally. The sustainability and future development of our movement are my priorities when working together with you on the way to build a better world.”</p>
	<p>HONDURAS • German Astul MEJIA MEJIA • nominated by Cooperativa de Ahorro y Crédito Educadores de Honduras Limitada (COACEHL Ltda.)</p> <p>German Astul Mejía Mejía was born on November 6, 1958, in Goascorán, Valle, Honduras. He was the seventh of Cesar Mejía and María Mejía’s ten children. He studied hard to become a teacher with the support of his parents and taught for more than three decades, providing for his wife and five children.</p> <p>Continuing with his dedication to serving others, he embarked on a new path in 1989, joining the Cooperativa de Ahorro y Crédito Educadores de Honduras Limitada (COACEHL), a savings and credit education cooperative. He had always been passionate about cooperatives, and became a member of its governing bodies. Through this role, he brought prominence to the cooperative, positioning it as a leading figure in Honduran cooperativism and a national and international benchmark. It went on to make significant achievements in the response to crises such as the COVID-19 pandemic and hurricanes Eta and Iota.</p> <p>German Astul Mejía aspires to become a member of the ICA Board of Directors with the aim of deepening the democratisation of cooperative education – a key element of cooperativising Honduras and the rest of the world – and ensuring governments worldwide give cooperativism the prominence it truly deserves. After all, the movement is key to people’s economic, productive, social, cultural and environmental development.</p> <p>Through the ICA, German Astul Mejía hopes to influence real global cooperativisation and, at the same time, promote the International Cooperative Alliance and its global principles.</p>
	<p>INDIA • Aditya YADAV • nominated by Indian Farm Forestry Development Co-operative Ltd. (IFFDC)</p> <p>Mr. Aditya Yadav is a millennial leader who was born in a family of welfarists and cooperators, and who wants to promote cooperatives and represent cooperators across generations and geographies. Aditya aspires to be a locally rooted global thinker and had become the youngest person to win seat on the ICA Board in 2017.</p> <p>He was born in the agricultural revolution in India and at the age of 27 became the youngest member of the board of IFFCO and the youngest chairperson of the Uttar Pradesh Cooperative Federation.</p> <p>If elected, among other things, Aditya is committed to working closely with the ICA Youth Representative and representative of the Gender Committee on the Board. Aditya is confident that the work of the ICA can help the global community and cooperatives worldwide achieve the common goals we have set together for 2030.</p>

	<p>He reaffirms his commitment to democratic, fair and transparent working to solve problems in these unprecedented times of multiple crisis of the pandemic and other challenges. Improving Solidarity and Communication amongst members will be his top priority.</p> <p>Aditya and his team of fellow cooperators are prepared for a just and human-centred recovery to build a better world through cooperatives.</p>
	<p>INDONESIA • Eva KUSUMA SUNDARI • nominated by National Federation of People-based Co-operative Enterprises (INKUR)</p> <p>EVA SUNDARI, age 57, graduated from ISS in Holand and University of Nottingham. After 11 years as professor, she became member of the Indonesian National Parliament (2004 – 2019). A patron/ Advisor of INKUR Federation, she represents the Cooperative of Women Farmers and Indigenous Seed Cultivators in East Java. Since 2017 she advises the ICA AP to have parliamentarians partake in Cooperative Ministers' Conferences. She is on the Executive Board of ASEAN MPs On Human Right (APHR) and National Institute for Governance Reform in Indonesia. A Gender Equality activist, she advocates the integration of cooperative values /principles in macro policy on Economic Democracy.</p>
	<p>IRAN • Bahman ABDOLLAHI • nominated by Iran Oilseeds & Vegetable Oil Processing Factories Co-operative (Farda Co-op)</p> <p>Mr. Bahman Abdollahi, holding a DBA in Business Management, is currently the President of the Iran Chamber of Cooperatives (ICC), the country's apex body for the cooperative movement. Having 30+ years of experience, he's been the President and member of the board of ICC since 2011 and also CEO of the National Union of Consumers' Cooperatives since 2009.</p> <p>During his tenure, he's been working hard to develop and strengthen cooperatives in Iran, exceeding 95.000 cooperatives. He's been in direct contact with the government, parliament, and all the high councils of the country to include cooperatives in their decisions regarding social and economic issues.</p> <p>His top priorities are:</p> <ol style="list-style-type: none"> 1. Promoting and Deepening the Cooperative Identity 2. Innovation, Digitalization and Platform Coops 3. Education, Training and Cooperative Research 4. Youth and Gender Equality 5. Networking and Business Cooperation 6. Strengthening of the World Cooperative Economy 7. Legislation and Monitoring implementation of Cooperative Laws <p>He believes that expanding cooperatives throughout the country and the world will lead to fair wealth distribution, reduce the gap between social classes, increase employment levels, and improve society and quality of life.</p>



ITALY • Attilio DADDA • nominated by Alleanza delle Cooperative Italiane

Born in 1966 in Maleo (LO), in the Po valley, he started working in the cooperative movement since 1990 as General Manager of cooperatives in the services and ecology sector for over twenty years. Starting his career in Legacoop Lombardia, the Regional League of Cooperatives and Mutuals of Lombardia, as Coordinator of the Multiservices Department, currently he is the President of the Regional League and the Vice President of Legacoop, the National League of Cooperatives. He represents, as Co-President, the Alliance of Italian Cooperatives, Lombardia Region. In 2019 he signed the Declaration of the State of Climatic and Environmental Emergency of Legacoop Lombardia.

My vision for the ICA is: Identity: based on the enhancement of the cooperative principles; Multidimensionality: to represent the strategies of small and large cooperative enterprises both in the local and global business and Inter-cooperativity to implement the sixth cooperative principle. Innovation, intergenerationality, gender equality, sustainability and peace are our common heritage. We want to share good practices and contaminate ourselves with positive cooperative experiences around the world.

Working together to grow cooperation.



JAPAN • Toru NAKAYA • nominated by Central Union of Agricultural Co-operatives (JA-ZENCHU)

Mr. Toru NAKAYA is president of JA-Zenchu (Central Union of Agricultural Co-operatives), the apex organization of agricultural co-operatives in Japan and the incumbent ICA global board member.

Mr. NAKAYA also chairs JCA (Japan Co-operative Alliance), representing co-operatives from wide range of sectors in consumer societies, agriculture, fishery, forestry, banking, mutual, health & welfare and workers with over 100 million people.

While growing citrus fruits on a family farm, he quickly conducted leadership as cooperative leader. Also, as president of IDACA (Institute for the Development of Agricultural Cooperation in Asia), Mr. NAKAYA strongly supports capacity-building in developing countries and cooperation among co-operatives.

Mr. NAKAYA would like to propose the following initiatives for ICA:

Identity: Lead comprehensive and lively discussion on cooperative identity, as Mr. NAKAYA is one of several incumbent ICA board members who proposed to initiate global discussion on the identity.

Sustainability: Contribute to the sustainable food production, agriculture, environment, and local communities under the UN's SDGs.

Cooperation among co-operatives: Strengthen cooperation among cooperatives with ICA members, as Mr. NAKAYA has expertise in many C2C cooperation including capacity building for developing countries.

	<p>Governance and finance: With experience as long-time cooperative leader, Mr. NAKAYA is committed to realize a stable and democratic governance as well as a sound finance of ICA.</p>
	<p>KENYA • George Magutu MWANGI • nominated by Kenya Union Of Savings & Credit Co-operatives Ltd. (KUSCCO)</p> <p>I envision a world that is sustainable with equal access to opportunities and resources to serve people's needs through social and economic transformation; inclusive through the co-operative model and increase financial inclusion; democratic; upholding the principles of integrity, good governance, justice and respect for all; peaceful, strong and resilient; and climate centric; aware of the impact of climate change.</p> <p>GEORGE'S EXPERIENCE</p> <ul style="list-style-type: none"> • ICA –Africa Board member at large • Group National Chairman at Kenya Union of Savings and Credit Co-operatives (KUSCCO) Treasurer of New Fortis SACCO • Board member WOCCU (World Council of Credit Unions) Board member at the Co-operative Alliance of Kenya (CAK) • Board member at NEDAC (Network for Development of Agricultural Co-operatives in Asia and Pacific). • Board member at KUSCCO Mutual Assurance <p>MY FOCUS AREAS WILL BE:</p> <p>ENABLING ENVIRONMENT FOR CO-OPERATIVES: Advocate for a level playing field between the cooperatives, private sectors, governments and other stakeholders to improve legislation.</p> <p>YOUTH MEMBERSHIP: Put in place activities that will promote youth participation in ICA Global and cooperative matters. Push for policies that will encourage educational institutions to include the cooperative business model in their curricula.</p> <p>CLIMATE CHANGE: Continue to promote climate smart agriculture in the agricultural sector. Promote ethical production and consumption in our communities. Promote recycling and renewable energy in the continent.</p> <p>SUSTAINABILITY: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all. Strengthening governance, accountability and transparency is a foundation for sustainability.</p>
	<p>MALAYSIA • Kamarudin ISMAIL • nominated by Malaysian National Cooperative Movement (ANGKASA)</p> <p>Dato' KAMARUDIN Ismail has contributed to the development of school co-operatives in Malaysia for nearly two decades. He started off his career as an educator after obtaining a degree from Edinburgh University, Scotland. His commitment in the education field, particularly in school co-op has earned him two awards from the Ministry of Education Malaysia; Co-curriculum National Figure Award in 2015 and Excellent Service Award in</p>

	<p>2001 and 2011. He currently serves as the Board of ANGKASA since 2012 and contributes at international level as:</p> <p>GLOBAL</p> <ul style="list-style-type: none"> • ICA Board Member (since 2017) • ICAO Executive Committee (EXCOM) Member (since 2017) • ICAO Auditor (since 2021) <p>REGIONAL (ASIA PACIFIC)</p> <ul style="list-style-type: none"> • Vice Chair, ICA-AP Agriculture Committee (since 2018) <p>SUB – REGION (ASEAN)</p> <ul style="list-style-type: none"> • Secretary General, ASEAN Cooperative Organisation (ACO) <p>His extensive experience in cooperative advocacy, particularly in progressing youth engagements through cooperatives is by virtue of his strong belief that the sustainability of future co-operative leaders begins at the school level. He believes that members of ICA have common desire to create better, more sustainable and equitable economic future and if given the opportunity to serve as the Board, ANGKASA and Kamarudin will continue to pursue for a better cooperation and exchanges among members and actualizing the 6th principle; Cooperation among Cooperatives.</p>
	<p>NORWAY • Astri LILAND • nominated by Norwegian Agricultural Co-operatives</p> <p>I have been working for more than 10 years inside as an employee and with boards of cooperatives in Norwegian agribusiness. I am also a member of two different boards and have worked in and together with different election committees. I am member of Coop Europe's group for gender equality. My motivation for being a candidate for the board is my dedication to how cooperative is a sustainable form of organisation for long lasting companies as well as for start up companies. It is a useful way of starting engagement in sustainable development of rural parts of the world, recycling raw material etc. I am looking forward to work for the international Cooperative alliance.</p>
	<p>PARAGUAY • Simona CAVAZZUTTI • nominated by Confederación de Cooperativas Rurales del Paraguay Ltda (CONCOPAR)</p> <p>Simona Cavazzutti, President of the Confederación de Cooperativas Rurales del Paraguay – Concopar Ltda.</p> <p>I was born in Milan, Italy, in 1958. I am a married mother of 4 children and grandmother to 6 grandchildren.</p> <p>I have been living in Latin America for almost 40 years, and am an agricultural entrepreneur.</p> <p>I have a degree in languages and have taken several training courses in cooperative leadership, as well as a Diploma in Social Economy.</p> <p>I speak five languages, Italian, Spanish, English, French and Portuguese.</p> <p>I have 25 years' experience in cooperative and trade union leadership, and am convinced that cooperativism is the path to a fairer, more sustainable and inclusive world.</p>



SWEDEN • Johan NYHUS • nominated by Hsb Riksförbund (Swedish National Tenant-owner Cooperative Housing Association)

Mr. Nyhus is chairman of HSB, the largest cooperative housing organization in Sweden. During his professional life he has been working mostly with issues concerning society and democracy, and has previously served as deputy mayor for traffic, construction and infrastructure in Gothenburg, Sweden.

Johan Nyhus is a firm believer in the cooperative model's strength when it comes to sustainability, democracy, and the empowerment of people all over the world. If elected, he would be honored to work together to promote and advocate for the cooperative model. Particularly when it comes to show how cooperatives are contributing to and important players for a sustainable future, environmentally, economically, and socially, all over the world. In bringing with him examples and experience from the Swedish cooperative movement and its more than a hundred years history of contributing to a better society, he believes in sharing ideas, learning from and inspiring each other.



SPAIN • Iñigo ALBIZURI LANDAZABAL • nominated by Confederación Española de Cooperativas de Trabajo Asociado (COCETA)

Born in Bilbao (Basque Country), Iñigo Albizuri Landazabal studied Industrial Engineering and Business Management at the University of the Basque Country. A native Spanish and Basque speaker, he also speaks fluent English, and intermediate French and Italian. As a cooperative member, he has worked for MONDRAGON Group cooperatives, forming part of the Board of Governors.

He is currently a member of the Board of Governors for KONFEKOOP, CSCE, COCETA, CECOP and CICOPA (President). His cooperative experience has been in credit, consumer and worker cooperatives. He has worked in production plants in Holland, Czech Republic, Italy, Turkey, Mexico, the USA and China. He is currently Director of Institutional Relations at Mondragon Corporation.

Cooperatives have always been a different way of doing business. A more humane company, more respectful of the workers and the communities in which they settle. A better company.

But it has never been as important as it is now to defend the cooperative business model. Because the pandemic has shown the weaknesses of our societies, because the social gap is bigger now, because we need better companies to have better societies and communities. We need to push our role, to be an example and make the ICA an instrument for changing public policies.

Together, we can do it. The time is now!



UNITED KINGDOM • Ben REID • nominated by The Midcounties Co-operative

An accountant by profession, Ben Reid began his co-operative employment with a small retail cooperative society in Ilkeston, UK. He finished his co-operative career as the CEO of Midcounties Cooperative employing over 9000 staff with an annual turnover of over £1billion, Midcounties is the most diverse, innovative and democratic consumer co-operative in the UK. A traditional retail cooperative, under Ben's leadership, it moved into childcare, travel, health and energy to great acclaim. A committed international co-operator, Ben believes it is time to give something back!

Having used global examples over two decades to drive success at Midcounties, he now wants to help grow a stronger global co-operative movement.



UNITED STATES • Martin LOWERY • nominated by National Cooperative Business Association CLUSA International (NCBA CLUSA)

Martin Lowery is the current ICA board representative from the United States. He chairs the Cooperative Identity Committee, serves on the Membership Committee and chaired the Seoul Congress Advisory Task Force.

Lowery is Executive Vice President, Emeritus, National Rural Electric Cooperative Association. Lowery has served in the following cooperative roles in the United States:

- Board member, Cooperatives for a Better World
- Former board member/chair, National Cooperative Business Association
- Former board member/chair, National Cooperative Bank

He is a recent inductee to the U.S. Cooperative Hall of Fame.



Education: B.A. DePaul University and Ph.D. Duke University.

I wish to serve on the ICA Board to:

- Support the Cooperative Principles and Values
- Embrace the United Nations Sustainable Development Goals (SDGs)
- Work closely with the ICA Regions and Sectors
- Advocate for Cooperative Enterprise

Presentation of the Candidates for Sectoral Organisation Representatives

The four sectoral representative candidates were nominated by the ICA Sectoral Organisations. There are four seats.

	<p>Dr Carlos ZARCO • nominated by International Health Cooperative Organisation (IHCO)</p> <p>Dr Carlos Zarco has a degree in Medicine and post-graduate studies in quality management and senior management of health institutions. He has master's degrees in Planning and Quality Management, Science in Health, and Advanced Clinical Management</p> <p>He is President of IHCO, member of the Board and Director-General of Fundación Espriu, member of the Board of the Spanish Business Confederation of Social Economy, CEPES, and member of the Board of the Alliance for Health Promotion.</p> <p>As a member of the Asisa-Lavínia health cooperative, he is Medical Director of the Moncloa University Hospital in Madrid (Spain). He is also a member of the Asisa's Bioethics Committee and Vice-president of Asisa's Quality Committee.</p> <p>He is teacher in the School of Industrial Organisation, the European University in Madrid and the Complutense University in Madrid.</p>
	<p>Blase LAMBERT • nominated by Co-operative Housing International (CHI)</p> <p>Blase has been a Board member of Co-operative Housing International since 2015 and its Treasurer since 2017.</p> <p>He became involved as a Board member of the UK representative organisation for co-operative housing, the Confederation of Co-operative Housing, in 1997 and has been its Chief Executive Officer since 2014. He is a Board member of the Co-operative Housing Finance Society, a founder member of Community Led Homes and the Treasurer of Leicester Vaughan College.</p> <p>He is a qualified trainer and has provided support and advice to over 100 housing co-operatives and social housing providers in the UK. His areas of expertise are corporate governance, risk management and financial control and he has numerous publications to his name including the Code of Governance for Community Led Housing and Financing Co-operative and Mutual Housing.</p> <p>I want to be on the ICA Board to ensure that an effective voice is in place for the sectoral bodies and offer my skills, knowledge and experience for the benefit of ICA and its members around the world.</p>



Sung-hee LEE • nominated by International Cooperative Fisheries Organisation (ICFO)

Sung-hee Lee, Chairman of the National Agricultural Cooperative Federation (NACF), has been committed for more than 50 years not only to the development of NACF but also to the growth of the Korean cooperative movement from the grassroots to national level.

Lee, as a pioneer for the early cooperative banking, contributed to laying the foundation for farmers' financial self-sufficiency. Also, he led the business of improving the distribution system for fertilizer and rice in order to increase farmers' income.

He is currently leading the innovation of agricultural distributing system in order to create environments for farmers where they can concentrate solely on farming.

Seeking Cooperation among Cooperatives via 'Digital Transformation', he is making efforts to contribute to the development of cooperatives in the agricultural sector and improve lives of member farmers. He believes that launching Cooperative Platform which shares best practices and provides trainings, will lead to increased access for supports in reasonable cost. Cooperatives success models could be brought to the platform to be shared with other members who would like to make development. 'Coop to coop trade' opportunities may also be offered through it.



Shaun TARBUCK • nominated by International Cooperative and Mutual Insurance Federation (ICMIF)

Shaun joined ICMIF in 1995 and was appointed Chief Executive in 2005. He has overseen the growth of the organisation from 65 members in 1995 to 200 members in 61 countries today. The mutual sector represents 27% of the global insurance market with USD 1.5 trillion in premiums and assets in excess of USD 9 trillion. The mutual industry has 1 billion policyholders and has grown by 30% in the last 10 years (industry growth is 17%) with the ICMIF members growing by 40%.

Shaun has been involved with the United Nations (UN) 2030 Agenda since the beginning. He spoke about responsible investing at the UN General Assembly in 2014. At the Assembly, industry commitments were made prior to three Global UN agreements being established in 2015. These included the UNDRR Sendai Agreement, the Sustainable Development Goals (SDG) launch in September and culminated in the Paris Climate Change Agreement in December 2015 at COP21 with Shaun speaking at each of these events. He also sits on a B20 taskforce and is a founding Board member of the IDF.

Presentation of the Candidate for Youth Representative

The Youth Representative was nominated by the ICA Youth Committee.



Ana AGUIRRE • nominated by the Youth Committee

She is co-founder and worker owner at TAZEBAEZ S.Coop, an innovation group that focuses its activity in the creation of learning and training ecosystems for companies and education institutions (Travelling U.); visual communication (MakeltVisual); and participates in various companies in emerging sectors. In TAZEBAEZ Ana leads the Cooperative Development line and is a member of the innovation consultancy team. Since 2020 she is COO of Platform Cooperatives NOW! (Mondragon University and New School) and she was one of 12 participants at the Harvard Research Sprint on Data Cooperatives.

Ana is the new Youth Representative and president elect of the ICA Youth Network and represents youth in the Cooperative Identity Advisory Group.

For the program that she is drafting alongside the new youth committee, and that were the pillars of her program for the election cycle, she foresees the reinforcement and visibilization of the role and impact that youth makes in the global cooperative movement. Establishing string collaboration with other committees and being able to be part of sectorial groups as the youth network is multisectorial in itself. The action plan will be strong in the identification of cooperative youth (intra- and entre-preneurs), cooperative education and cooperative technology development.

Presentation of the Candidate for Chair of the Gender Equality Committee

The Chair of the Gender Equality Committee Representative will be presented during the General Assembly because she/he will be elected during their Annual Plenary Meeting in June.

13. Approval of the 2022 Budget

COMBINED BUDGET 2022 in EUR (euros)					
	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
GLOBAL INCOME	1.636.201	158.019	713.712	402.666	2,910,597
Global subscription income	950.593	67.088	313.459,76	349.866	1,681,006.92
Subscriptions	2.690.729	0	0	0	2.690.729
Bad debt provision	-195.619	0	0	0	-195.619
Subscription redistribution	-1.544.517	67.088	313.460	349.866	-814.103
Thematic Committees	-20,000.00				-20,000
Sectoral allocation (15%)	-374.266	0	0	0	-374.266
Regional allocation	-1,100,520	67.088	313.460	349.866	-419.836
Meeting revenue	0	33,544	82,396	0	115,940
Other + project income	685.608	57.386	310.365	30.800	1,084,160
Financial/interest	0	0	7,940	0	7,940
EXPENSES	-1.635.645	-182.995	-688.498	-402.600	-2,909,737
Services and other goods	-389.823	-44.057	-126.224	-134.640	-694,745
Premises	-66.520	-7.446	-27.326	-35.200	-136,492
General office	-12.320	-848	-2.465	-2.640	-18,273
Travel	-13.320	-9.646	-10.097	-49.280	-82,343
IT	-27.565	-5.260	-19.879	-10.560	-63,265
External services	-176.998	-16.245	-62.267	-36.960	-292,470
Meeting expenses	-93.100	-4.612	-4.190	0	-101,902
Personnel	-1.134.956	-132.229	-390.946	-266.640	-1,924,771
Depreciation	-6,800	0	0	0	-6,800
Other expenses - project support	-84.066	0	-149.710	-1.320	-235,096
Financial expenses	-20,000	-6.709	-21.617	0	-48,326
NET INCOME	556	-24.976	25.214	66	860



APPROVAL OF THE 2022 BUDGET

FOR	
AGAINST	
ABSTAIN	

14. Statutory amendment for the sectoral representation in the ICA Board

The Sectoral Organisations of the ICA are requesting to each have a seat on the ICA Board for the 2021-2025 mandate. The main reasons for this request is that the global sectoral organizations' direct representation on the ICA Board will contribute to closer cooperation between regions and sectors and to greater visibility, transparency and accountability not only in the Board itself but also in the governance bodies of the ICA as a whole. The presidents of each sector represent and strategically manage their member organizations with already proven scale, experience and expertise, which contribute to the implementation of the ICA 2030 Strategic Plan and to the expansion of joint programs with international organizations and institutions.

To approve this request, Article 15 of the Articles of Association would need to be amended in the following way:

Proposed amendment to the ICA Articles of Association, Article 15, paragraph 1

CURRENT	NEW
The association is managed by a Board, consisting of physical persons who are accredited representatives of the nominating member. The Board is composed of one president, four vice-presidents, four sectoral organisation representatives, a youth co-operator representative, the chair of the Gender Equality Committee and 15 other Board members.	The association is managed by a Board, consisting of physical persons who are accredited representatives of the nominating member. The Board is composed of one president, four vice-presidents, <u>eight</u> sectoral organisation representatives, a youth co-operator representative, the chair of the Gender Equality Committee and 15 other Board members.



**APPROVAL OF THE AMENDMENT TO THE ARTICLES OF ASSOCIATION
REGARDING SECTORAL REPRESENTATION IN THE ICA BOARD**

FOR	
AGAINST	
ABSTAIN	

Belgian law stipulates that amendments to the powers and the decision-making methods of the General Assembly of the International Cooperative Alliance (ICA) require a notarial deed. According to Art. 2.5, §4, 1st indent of the Act of 23 March 2019 introducing the Code of Companies and Associations, such amendments of the articles of association of an AISBL, require a notarial deed (“acte authentique” / “authentieke akte”).

Therefore, should this amendment be approved, the adoption of the change has to be acted before a Belgian notary to satisfy the requirement of Art. 2.5 of the Act of 23 March 2019.

It is not possible to get a Belgian notarial deed during the General Assembly in Spain. Therefore, the ICA will need to adopt the change at a future General Assembly or Extraordinary General Assembly in front of a notary in Belgium, if the amendment is approved.

16. Next General Assembly

The next General Assembly should take place in Brussels, Belgium in June 2023.

--- *The official version of the text of the ICA General Assembly Official Meeting Documentation is the English version, with the following exception:*

1. *The Audited Accounts in which case the official version is the French version.*

Complimentary translations are provided in English, French and Spanish as applicable. All language versions of the official meeting documentation are available at <https://www.ica.coop/en/events/ica-general-assembly-2022>.



International Cooperative Alliance

Avenue Milcamps 105
1030 Brussels - Belgium

Tel: +32 2 743 10 30

ica@ica.coop

www.ica.coop