



International
Cooperative
Alliance

Official Meeting Documentation

General Assembly

20 June 2024

Virtual

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General Information

In accordance with Belgian law relating to international non-profit associations, ordinary general meetings must be held within 6 months of the end of the financial year and no later than 30 June.

The 2024 Ordinary General Assembly of the ICA will take place by electronic means on 20 June at 13:00 CET and is expected to end by 15:00 CET. Please double check what this time is in your local time zone.

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

Registration

The ICA General Assembly is only open to the following:

- Voters from eligible Full Members
- Representatives from eligible Full Members who wish to participate but are not the appointed Voter.
- Directors from the ICA Board who wish to participate but are not the appointed Voter.
- Delegation interpreters who do not speak English, French or Spanish.

Observers and Associate Members will be able to view an online streaming.

Each member and Director have been sent information on how to register. Please carefully review the information and register **no later than 14 June** with the required details and forms. Members who have not received this email from the Director of Membership, Gretchen Hacquard, can write to her directly at hacquard@ica.coop for a copy. **Registration, Representative, voter, and proxy appointment forms submitted after 14 June will not be valid.**

Joining instructions will be sent by the ICA closer to the date for registrants.

Interpretation

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

Proxies

As provided for in the Articles of Association and the Internal Rules of the General Assembly, each Full Member has the right to give a proxy to another Full Member in a different country. Full Members with the right to vote can give a proxy to a Full Member organisation, providing that the proxy holder holds no more than 2 proxies. Please carefully read the instructions on the Voter Appointment Form to give your proxy to another Full Member. Note that you no longer give proxies to individuals, but to organisations. The proxy appointment forms must be received no later than 14 June.

Reference Documents

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

- [ICA Articles of Association & Internal Rules of the General Assembly](#)
- [Activity report 2023](#)
- [Procedures for this General Assembly](#)

Deadlines & Overall Timeline

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

Date	Time (CET)	Deadline or Activity
14 June	Midnight	Deadline to submit: <ul style="list-style-type: none"> • Amendments to motions • Registration of observers, Associates, and other attendees • Voter Appointment, Proxy & Registration Form • Form to Appoint Representative(s)
20 June	12:45	Sign into Zoom with the account created for you by the ICA (email and password). This account information was sent to your email in the joining instructions. You will not be able to access the General Assembly with your own account details. Test your connection including video and microphone.
	13:00	General Assembly begins
	15:00	Closing of the General Assembly

Voting

All motions and resolutions will be approved by a show of hand using the zoom “raise hand” feature, unless a member requests otherwise. To raise your hand:

In the meeting/webinar controls, tap **Reactions** , then tap **Raise Hand** .

Should there be a request for a count or secret ballot, members will be able to vote using the zoom poll feature and then the results will be communicated later in the meeting.

Amendments to Motions

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

Order of Debate

Members and their representatives desiring to speak on any subject during the General Assembly must indicate their wishes to the President by using the zoom raise hand feature. The President will call 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. Speakers will be required to clearly state their full names and the organisations they represent.

List of Member Votes

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

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

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

Country	Organisation	Calculated votes	Country maximum
AFRICA			
Botswana	Botswana Co-operative Association (BOCA)	3	3
Cameroon	Alliance Coopératives Cameroun (COOP-CAMEROON)	2	4
	North West Cooperative Association Ltd (NWCA LTD)	2	
Congo, The Democratic Republic of the	Coopérative Centrale d'épargne et de crédit du Kivu (COOCEC-KIVU)	2	4
	Cooperative d'épargne et de Credit de Nyawera (COOPEC NYAWERA)	2	
Cote d'Ivoire	Fédération des sociétés coopératives d'Hévéa de Côte d'Ivoire (FENASCOOPH-CI)	2	15
	Fédération des Unions des Sociétés Coopératives des Producteurs de la Filière Coton de Côte d' Ivoire (FPC-CI Coop CA)	9	
	Fédération Nationale des Unions Régionales des Sociétés Coopératives des Producteurs de la Filière Anacarde	4	
EGYPT (Arab Rep. of)	Central Housing Cooperative Union (CHCU)	9	9
Eswatini	Eswatini Multipurpose Cooperative Union (ESWAMCU)	1	4
	National Cooperatives Federation of Eswatini (NCFE)	3	
Ethiopia	Awach Savings and Credit Cooperative (ASCCo)	2	14
	Cooperative Bank of Oromia	8	
	Oromia Coffee Farmers Co-operative Union (OCFCU) Ltd.	4	

Country	Organisation	Calculated votes	Country maximum
Ghana	Ghana Co-operative Agricultural Producers and Marketing Association (AGRICOOOPS GHANA)	6	10
	Ghana Co-operative Council (GCC)	4	
Guinea	Fédération des Coopératives d'Approvisionnement et d'Alimentation Générale (FECAAG)	2	2
Kenya	CIC Insurance Group Ltd.	6	25
	Co-operative Bank of Kenya Ltd (CBK)	10	
	Kenya Co-operative Coffee Exporters Ltd (KCCE)	7	
	Kenya Union Of Savings & Credit Co-operatives Ltd. (KUSCCO)	9	
	The Co-operative Alliance of Kenya (CAK)	5	
Mauritius	Mauritius Co-operative Alliance Ltd. (MCAL)	3	3
Mozambique	Associação Moçambicana para Promoção do Cooperativismo Moderno (AMPCM)	7	7
Nigeria	Co-operative Federation Of Nigeria (CFN)	10	21
	Nigerian National Petroleum Corporation Cooperative Multipurpose Society LTD (NNPC-CMS Lagos)	2	
	Odua Cooperative Conglomerate Ltd (OCCL)	9	
Rwanda	National Cooperatives Confederation of Rwanda (NCCR)	10	10
Somalia	Somali Union Co-operative Movement (UDHIS)	2	2
South Africa	South African National Apex Co-op (SANACO)	3	3
Tanzania, United Republic of	Tanzania Federation of Co-operatives Ltd. (TFC)	5	5
Uganda	Uganda Co-operative Alliance Ltd. (UCA)	10	10
Zimbabwe	Zimbabwe National Association Of Housing Co-operatives (ZINAHCO)	2	2
AMERICAS			
Argentina	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.)	2	25
	Asociación de Cooperativas Argentinas Limitada (ACA C.L.)	2	
	Banco Credicoop Cooperativo Ltd. (BCCL)	6	
	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)	9	

Country	Organisation	Calculated votes	Country maximum
	Cooperativa de Trabajos Portuarios Limitada de San Martin (Coop Portuaria)	1	
	Federación Argentina de Cooperativas de Consumo (FACC)	5	
	Instituto Movilizador De Fondos Cooperativos, Cooperativa Ltda. (IMFC)	4	
	La Segunda Cooperativa Limitada Seguros Generales	7	
	Sancor Cooperativa de Seguros Ltda	8	
Barbados	Barbados Co-operative Business Association (BCBAL)	1	1
Bolivia	Cooperativa de Telecomunicaciones Santa Cruz R.L. (COTAS R.L.)	4	8
	Cooperativa Rural De Electrificación R.L. (CRE R.L.)	4	
Brazil	Central Nacional das Cooperativas Odontológicas (Uniodonto do Brasil)	2	25
	Central Nacional Unimed - Cooperativa Central (CNU)	4	
	Cooperativa de Crédito, Poupança e Investimento Sicredi Pioneira RS - Sicredi Pioneira RS	4	
	Organização das Cooperativas Brasileiras (OCB)	11	
	Unimed Do Brasil, Confederação Nacional Das Cooperativas Médicas (UNIMED)	4	
	Unimed Seguros Saúde S.A.	11	
Canada	Co-operatives and Mutuals Canada / Coopératives et mutuelles Canada (CMC)	12	12
Chile	Cooperativa abierta de vivienda Limitada (CONAVICOOP)	2	11
	Cooperativa de Ahorro y Crédito (COOPEUCH)	5	
	Cooperativa de Servicios Sermecoop Ltda.	4	
Colombia	Asociación Colombiana de Cooperativas (ASCOOP)	9	25
	Asociación Nacional de Fondos de Empleados (ANALFE)	5	
	Caja Coperativa CREDICOOP (CREDICOOP)	2	
	Casa Nacional del Profesor (CANAPRO)	2	
	Confederación de Cooperativas de Colombia (CONFECOOP)	8	
	Cooperativa del Magisterio (CODEMA)	2	

Country	Organisation	Calculated votes	Country maximum
	Cooperativa Empresarial Multiactiva Popular (COEMPOPULAR)	2	
	Cooperativa Médica Del Valle Y De Profesionales De Colombia (COOMEVA)	4	
	Equidad Seguros Generales	7	
	Financiera Progressa	2	
Costa Rica	Centro de Estudios y Capacitación Cooperativa R.L. (CENECOOP)	5	23
	Consejo Nacional de Cooperativas (CONACOOOP)	5	
	Cooperativa de Ahorro y Crédito Ande N° 1 R.L. (Coope Ande N°1 R.L.)	3	
	Cooperativa de Ahorro y Crédito de Servidores Judiciales R.L. (COOPEJUDICIAL R.L.)	2	
	Coopeservidores	4	
	Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN)	4	
Dominican Republic	Cooperativa de Ahorro y Credito Herrera, Inc. (COOP-HERRERA)	2	13
	Cooperativa de Servicios Múltiples de Profesionales de Enfermería Inc. (COOPROENF)	2	
	Cooperativa de Servicios Múltiples La Telefónica (COOPSEMUTEL)	2	
	Cooperativa Nacional de Servicios Múltiples de Los Maestros Inc. (COOPNAMA)	4	
	Cooperativa Vega Real	3	
Ecuador	Cooperativa de Ahorro y Crédito Riobamba Ltda. (COAC RIOBAMBA)	3	3
El Salvador	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES)	4	4
Guatemala	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP)	5	5
Haiti	Union Cooperative de Credit Agricole et Rural d'Haiti (UNICAGRIH)	1	1
Honduras	Cooperativa de Ahorro y Crédito CACEENP Limitada	2	15
	Cooperativa de Ahorro y Crédito Educadores de Honduras Limitada (COACEHL Ltda.)	2	
	Cooperativa de Ahorro y Credito ELGA, Ltda.	2	

Country	Organisation	Calculated votes	Country maximum
	Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda.	4	
	Federación de Cooperativas de Ahorro y Crédito de Honduras, Ltda. (FACACH)	5	
Jamaica	Jamaica Co-operative Credit Union League (JCCUL)	5	7
	TIP Friendly Society	2	
Mexico	Caja Popular Mexicana SC de AP de RL de CV (CPM)	8	20
	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	2
Paraguay	Confederación de Cooperativas Rurales del Paraguay Ltda. (CONCOPAR)	4	25
	Confederación Paraguaya De Cooperativas CONPACCOOP Ltda.	3	
	Cooperativa Universitaria Ltda.	4	
	Federación de Cooperativas de Ahorro y Crédito Ltda. (FECOAC)	5	
	Federación de Cooperativas de Producción (FECOPROD)	2	
	Federación de Cooperativas del Paraguay (FECOPAR LTDA.)	4	
	Federación de Cooperativas Multiactivas del Paraguay (FECOMULP LTDA.)	5	
Peru	Cooperativa de Ahorro y Credito del Centro (COOPAC CENTROCOOP)	2	5
	Cooperativa de Servicios Múltiples el Tumi (Cooperativa el Tumi)	3	
Puerto Rico	Banco Cooperativo de Puerto Rico (Bancoop)	2	15
	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía"	2	
	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)	3	
	Cooperativa de Ahorro y Crédito Vega Alta (VEGACOOOP)	2	
	Cooperativa de Seguros Múltiples de Puerto Rico	4	


Country	Organisation	Calculated votes	Country maximum
	Liga de Cooperativas de Puerto Rico (LIGACOOP)	2	
United States	CoBank, ACB	3	25
	Credit Union National Association, Inc. (CUNA)	12	
	National Co+op Grocers (NCG)	6	
	National Cooperative Bank (NCB)	4	
	National Cooperative Business Association CLUSA International (NCBA CLUSA)	11	
	National Rural Electric Co-operative Association (NRECA)	11	
	U.S. Overseas Cooperative Development Council (OCDL)	1	
Uruguay	Cámara Uruguaya de Cooperativas de Ahorro y Crédito and Capitalización (CUCACC)	5	12
	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)	4	
	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR)	3	
ASIA-PACIFIC			
Australia	Business Council of Co-operatives and Mutuals (BCCM)	11	15
	Capricorn Society Ltd.	2	
	Co-operative Bulk Handling Limited (CBH Group)	2	
Bangladesh	Bangladesh Samabaya Bank Limited (BSBL)	2	14
	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)	12	
China	All China Federation of Supply and Marketing Co-operatives (ACFSMC)	11	21
	Fujian Federation of Supply and Marketing Cooperatives (FUJIAN COOP)	5	
	Jiangsu Supply & Marketing General Cooperative	5	
India	Buldana Urban Co-operative Credit Society Ltd. (BUCCS)	4	25
	Co-operative House Building & Finance Corporation Ltd.	3	
	Indian Farm Forestry Development Co-operative Ltd. (IFFDC)	2	
	Indian Farmers Fertiliser Co-operative Ltd. (IFFCO)	12	

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

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

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

Country	Organisation	Calculated votes	Country maximum
	SANASA Federation Ltd in Sri Lanka	7	
Thailand	The Co-operative League of Thailand (CLT)	11	11
Viet Nam	Vietnam Co-operative Alliance (VCA)	10	10
EUROPE			
Armenia	“Farm Credit Armenia” Universal Credit Organization Commercial Cooperative (FCA UCO CC)	2	2
Austria	Oesterreichischer Verband Gemeinnütziger Bauvereinigungen - Revisionsverband (GBV)	5	5
Belarus	Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)	10	10
Belgium	Febecoop	5	5
Bulgaria	Central Cooperative Bank Plc (CCB)	2	8
	Central Co-operative Union (CCU)	4	
	National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB)	2	
Cyprus	Cyprus Turkish Co-operative Central Bank Ltd. (KoopBank)	3	3
Czech Republic	Co-operative Association of the Czech Republic (CACR)	5	5
Denmark	Kooperationen	2	2
Finland	Pellervo Coop Center	9	9
France	Confédération Nationale du Crédit Mutuel	10	21
	Coop FR	11	
Germany	DGRV - Deutscher Genossenschafts- und Raiffeisenverband e. V.	11	19
	Gdw Bundesverband Deutscher Wohnungs- Und Immobilienunternehmen E.v.	8	
GREECE	Federation of Co-operative Pharmacists of Greece (OSFE)	2	2
Ireland	Co-operative Housing Ireland (CHI)	2	2
Israel	The Kibbutz Movement	3	3
Italy	Alleanza delle Cooperative Italiane	11	11
Lithuania	Lithuanian Union of Co-operative Societies (LITCOOPUNION)	1	1
Malta	Koperattivi Malta	2	3

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

Country	Organisation	Calculated votes	Country maximum
	KONFEKOOP - Confederación de Cooperativas de Euskadi	2	
Sweden	Coompanion - Kooperativ Utveckling Sverige	1	20
	Hsb Riksförbund (Swedish National Tenant-owner Cooperative Housing Association)	5	
	Kooperativa Förbundet (KF) (the Swedish Co-operative Union)	9	
	Riksbyggen (co-operative Housing Union)	5	
Switzerland	Allgemeine Baugenossenschaft Zürich (ABZ)	2	3
	Baugenossenschaft mehr als wohnen	1	
Türkiye	Central Union Of The Agricultural Credit Cooperatives Of Turkey (ACC)	5	9
	The Central Union of Turkish Forestry Co-operatives (ORKOOP)	4	
Ukraine	Ukrainian Central Union of Consumer Societies (UKRKOOPSPILKA)	4	4
United Kingdom	Co-operatives UK	10	16
	The Midcounties Co-operative Limited	5	
	VME COOP	1	
SUPRANATIONAL			
Americas	Caribbean Confederation of Credit Unions (CCCU)	1	N/A
Asia-Pacific	Association of Asian Confederations of Credit Unions (ACCU)	1	N/A

Associate Members

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

Country	Organisation
AFRICA	
Egypt	The General Authority for Construction and Housing Cooperatives (CHC)
Kenya	The Co-operative University of Kenya (CUK)
Morocco	Office du Développement de la Coopération (ODCo)
Namibia	Namibia Co-operatives Advisory Board (NCAB)
Nigeria	Federal Department of Co-operatives, Federal Ministry of Agriculture & Rural Development (FDC)
Papua New Guinea	Office of Co-operative Societies of Papua New Guinea (OCS PNG)

Country	Organisation
Tanzania, United Republic of	Moshi Co-operative University (MoCU)
Uganda	HealthPartners Uganda (HPU)
AMERICAS	
Colombia	Universidad Cooperativa de Colombia (UCC)
Costa Rica	Instituto Nacional de Fomento Cooperativo (INFOCOOP)
Curaçao	Ministry of Economic Development (MEO)
Panama	Instituto Panameño Autónomo Cooperativo (IPACOOOP)
United States	National Society Of Accountants For Co-operatives (NSAC)
Uruguay	Instituto Nacional del Cooperativismo (INACOOOP)
ASIA-PACIFIC	
Bhutan	Department of Agricultural Marketing and Cooperatives (DAMC)
China	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC)
Fiji	Department of Co-operative Business (DCB)
India	Centre for Cooperatives and Livelihoods 2 Autonomous (CCL) at Lal Bahadur Shastri National Academy of Administration (LBSNAA)
	ESAF Swasraya Multi State Agro Cooperative Society Limited (ESMACO)
	National Co-operative Development Corporation (NCDC)
Iran, Islamic Republic of	Tose'e Ta'avon Bank (TT Bank)
Japan	Japan Co-operative Insurance Association Inc. (JCIA)
Jordan	Cooperative Association for Development & Finance (CADF)
Kiribati	Ministry of Commerce, Industry and Cooperatives (MCIC)
Malaysia	Cooperative Institute of Malaysia (CIM)
Nepal	National Co-operative Development Board (NCDB)
Palestine, State of	Cooperative Work Agency (CWA)
The Philippines	Co-operative Development Authority (CDA)
Saudi Arabia	Ministry of Human Resources and Social Development
Sri Lanka	Department of Co-operative Development (DCD)
	National Institute Of Co-operative Development (NICD)
United Arab Emirates	Emirates Community Empowerment (ECE)
Vanuatu	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS)

Country	Organisation
EUROPE	
Germany	Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)
Greece	Social Solidarity and Regional Development Network (KAPA Network)
Italy	European Research Institute on Cooperative and Social Enterprises (EURICSE)
Norway	The Royal Norwegian Society for Rural Development (Norges Vel)

2. Appointment of the Bureau

According to Belgian regulation, the members of the bureau must participate physically in the General Assembly. Belgian regulations accept that the “bureau” only consist of the president chairing the meeting. The bureau is limited to the President who is physically present at the headquarters of Confederación Cooperativa de la República Argentina Ltda. (COOPERAR) in Argentina.

The secretary and scrutineers will not make up the bureau, as they are not required for this General Assembly according to the ICA Articles of Association (Article 15.8 and 20.7)



DECISION	
APPOINTMENT OF THE BUREAU	
PRESIDENT	Ariel Guarco

3. Approval of the Agenda

The times below are in Central European time zone (CET).

	Agenda Item	Presenter
13:00	1. Opening of the General Assembly	Ariel Guarco, ICA President
	2. Appointment of the bureau	
	3. Approval of the Agenda	
	4. Introduction of the new Director General	Jeroen Douglas, Director General
	5. Approval of the minutes from the Extraordinary ICA General Assembly held 28 June 2023 in Brussels, Belgium	Ariel Guarco
	6. ICA Board: Confirmation of the mandate of the At-large Directors appointed by the ICA Board by co-optation and announcement of new Directors	
	7. Activity report 2023	
	8. Approval of the annual accounts for the financial year closing on 31 December 2023	Alexandra Wilson, Chair, Audit & Risk Committee of the ICA Board and RSM
	9. Discharge of the statutory auditor	Ariel Guarco
	10. Discharge of the Directors	
	11. Work Plan 2024	Jeroen Douglas
	12. Approval of the budget for the financial year closing on 31 December 2024	Alexandra Wilson
	13. A look ahead at changes to voting rights and membership fees	Alexandra Wilson, Chair of the Working Group appointed by the ICA Board to review the membership fees & voting rights
	14. Next ICA General Assembly in November 2024	Member hosts from India
15:00	Closing	



APPROVAL OF THE AGENDA

ABSTAIN	
AGAINST	
FOR	

4. Introduction of the new Director General



Mr Jeroen Douglas

The Board of Directors of the International Cooperative Alliance appointed Jeroen Douglas as its new Director General. His contract began in January 2024. Mr Douglas succeeded Bruno Roelants who retired in February 2023.

Mr Douglas was Executive Director of Solidaridad, a global Network organisation (www.solidaridadnetwork.org).

Mr Douglas will be the 17th Director General of the ICA since it was founded in 1895.

5. Approval of the minutes

Members wishing to make amendments to the minutes should send their proposed changes in writing to ICA Director General, Jeroen Douglas, **by 14 June** via email to guarrella@ica.coop.

DRAFT MINUTES OF THE EXTRAORDINARY GENERAL ASSEMBLY BRUSSELS (BELGIUM), 28 JUNE 2023

OPENING OF THE MEETING

The General Assembly opened at 09.00 hours chaired by Ariel GUARCO, President of the International Co-operative Alliance. Before commencing with the meeting, the voting delegates were asked to sign an attendance sheet as this would be required by the ICA Lawyers in relation to Item 7 of the Agenda, Modification of the Articles of Association.

President GUARCO welcomed all those delegates present and said how good it was to everyone again. He thanked everyone present for coming as many had travelled from afar. He then briefly overviewed some of the rules that we need to comply with to validate the Assembly.

VERIFICATION OF THE QUORUM

In respect of the attendance list, Ariel GUARCO was pleased to announce that we have 115 voting delegates representing some 140 members from 56 countries with a total of 487 votes to be cast. We also had 92 observers. For this assembly we have the proposal to show votes by a show of hands. On the direction and advice of our lawyers when asking to vote we should go in the following order:

1. Abstentions
2. Against
3. In favour

APPOINTMENT OF THE BUREAU

According to Belgian administrative and legal arrangements, it was necessary to appoint a Bureau for the conduct of each General Assembly.

The President stated he appointed Bernadette TURNER – from the UK Cooperative movement - to act as the Secretary of the 2023 General Assembly. He proposed to appoint Jose PEREZ from the Fundación Espriu (Spain) and Kenki MAEDA from the Japan Cooperative Alliance as voting surveyors.

The President, Secretary and Voting Surveyors together constituted the bureau of the General Assembly.

The composition of the bureau was put to the vote.

The composition of the Bureau for the 2023 General Assembly was approved unanimously by show of hands.

APPROVAL OF THE AGENDA

Ariel GUARCO recalled that the agenda was circulated to all the ICA members 30 days in advance of this meeting, together with supporting materials.

Ariel GUARCO submitted for approval of the General Assembly the agenda. However, he did go on to say that he would come back to items 5 and 6 due to the fact that there had been delays during the registration and that both the Lawyer and the Notary were present. At his point Ariel GUARCO requested that anyone wishing to take the floor should go to the microphone, speak clearly stating their name, country and organization and should not take up more than one minute as time is tight.

Everyone was asked to vote on the approval of the agenda.

The agenda was unanimously approved by show of hands with the agreed changes.

APPROVAL OF THE DRAFT MINUTES OF THE GENERAL ASSEMBLY OF 20 JUNE 2022

The President submitted for approval the draft minutes of the General Assembly of 20 June 2022 by show of hands. He went on to say that he had not received any requests for amendments and the approval of the draft Minutes of the General Assembly of 20th June 2022 were put to the vote.

The minutes of the General Assembly of 20 June 2022 were unanimously approved by show of hands.

MODIFICATION OF THE ARTICLES OF ASSOCIATION

It was explained to the Assembly that over the past year the Board of Directors and Board Governance Committee, chaired by Graciela FERNÁNDEZ, at the request of our lawyers EY Law,

have reviewed and modified the current Articles of Association to better reflect Belgian Law. All the relevant materials have been sent out in English, French and Spanish and were in the General Assembly documentation and that the Notary and EY Law representative will be taking notes during this session.

Graciela FERNÁNDEZ announced that we would shortly hear from our EY Law representative however, she went on to thank all the members of the ICA who had contributed to this piece of work along with members of the Governance Committee and the ICA Board Directors. She also went on to thank the Legal Team at EY Law for their engagement and hard work.

Antoine DRUETZ from EY Law then took the floor to better explain the reasoning behind the updates and the necessary requirements under Belgian law and that this session would be recorded by the Notary. This meeting will be called an “Extraordinary” General Assembly as it will adopt the new version Articles of Association. He went on to confirm that President GUARCO, Bernadette TURNER, Kenki MAEDA and Jose PEREZ constitute the Bureau, with 105 full members present along with 7 proxy votes being granted. The modifications are important with some provisions needing to be recorded and the Notary Public is present to execute this, with English and French languages being compulsory under Belgian Law. Item 7 points 1,2,3,4 need to be recorded whilst the remainder can be recorded as usual. The resolutions need to be approved by 2/3rd being in favour along with 50% of proxy votes.

The EY Law Representative said that he would read out what needed to be voted on to make it clear to the audience and ask for questions with voting being Abstain, Against and In Favour. He then continued with the amendments.

- a. Change of the name of ICA to International Cooperative Alliance and consequent modification of Article 1 of the Articles of Association stating that according to Belgian Law we need to adopt the English version of the name.

Questions: 0
Abstain: 0
Against: 0
In favour: All

The Change of Name in the Articles of Association was unanimously approved.

- b. Approval and adoption of a new coordinated text of the Articles of Association including the amendment of the purpose and object. He asked everyone to vote on the text that had been received in the note on 26th May 2023 advising that lengthy debates had already taken place.

Questions: 0
Abstain: 0
Against: 11 votes
In Favour: All in agreement except 11 votes

The approval and adoption of a new coordinated text of the Articles of Association including the amendment to the purpose and object were unanimously approved except for 11 votes against.

- c. Entry into force of the new and coordinated text of the Articles of Association. It is proposed that the whole text enters into force immediately except Articles 3 and 4 which relate to Purpose and Activities of the International Cooperative Alliance which will require

a Royal Decree. EY Law will need to submit for Royal approval by King Philippe which is estimated to take around 3 or 4 months. Work with current purpose and activities will continue until Royal Decree is received.

Questions: 0

Abstain: 11

Against: 0

In Favour: All in agreement except 11 abstentions

Entry into force of the new and coordinated text of the Articles of Association was unanimously approved except for 11 abstentions.

The proposal to enter into force immediately the whole text except Articles 3 and 4 was unanimously agreed except for 11 abstentions.

proposal to continue to work with the current purpose and activities until a Royal Decree is granted was unanimously approved except for 11 abstentions.

- d. Delegation of Powers to complete the required administrative and publication formalities related to the adoption of the new Articles of Association. Proxy from ICA Members to Notary Public and EY law to submit the above for Royal Decree.

Questions: 0

Abstain: 0

Against: 0

In favour: All

The delegation of powers for EY Law and the Notary Public to submit Articles 3 and 4 for Royal Decree were unanimously approved.

Antoine DRUETZ thanked the General Assembly, Graciela FERNÁNDEZ, the ICA Board of Directors and staff team for all their hard work and patience. Antoine DRUETZ advised that the Members of the Bureau needed to sign the new document for the Notary.

PRESIDENT'S REPORT

The President advised that due to time constraints he would keep his report short but would cover the more salient points. He told the Assembly that he tries to attend most of the initiatives organized by members such as regional, sectoral and member assemblies and it is something that he really enjoys doing. On these visits he also tries to have direct contact with members to find out and learn from them about how they are working etc. and bring knowledge back to the ICA table.

As will happen this year, last year, immediately after the General Assembly he visited Sunchales in Argentina. This area in Argentina was also visited by previous Presidents namely Ivano BARBERINI and Dame Pauline GREEN. The town is important as it was the starting point of SanCor, a dairy cooperative and the leader in its field in Argentina. It is named the Provincial Capital of Cooperativism, and holds important celebrations of the International Day of Cooperatives during the first week of July. It is also twinned with other cities in the region due to historic engagement

with the cooperative model and here he spent time talking to young people about their aspirations for the future. Board members had a meeting in Brussels and then Egypt where other members in Africa met up with the Board and held a ministerial meeting. The President also attended the Summit of the Americas in Paraguay and again involved himself in several other meetings over 3 or 4 days where he met over 1000 cooperators. He attended a Coop Law Conference along with Hagen HENRY.

At the end of November, the President was in Brussels to celebrate 100 years of ICBA which is the banking sector. The President delivered the keynote speech and confirmed that the ICBA were doing a great deal of work with the global banking sector and it was good to be able to celebrate. He attended a UNESCO zoom meeting with colleagues from Americas and Europe. He attended the 5th National Meeting of the Uruguay cooperatives along with various government authorities.

The state of São Paulo marked Unimed's 50th anniversary with a formal session at its Legislative Assembly of which the President attended along with the President of IHCO where he delivered a speech regarding the challenges of our model of business working in post pandemic times. The President also attended the 60th Anniversary of Cooperar, his own organization, along with the President of the Americas Regions and other regional Presidents. Greetings were received from the President of Europe, Susanne WESTHAUSEN and President of the Asia and Pacific Chandrapal Singh YADAV.

The 15th Paraguay Federation of Cooperatives event took place of which he attended. Paraguay has a very strong movement and enables the President to speak with younger members of the movement alongside long serving members.

Whilst in the area the President visited Puerto Rico where he was able to participate in the League of Puerto Rican Cooperatives organized by multiple insurance cooperatives. It was explained that climate change is having a huge impact on the region and they are now looking to rebuild their energy systems via a cooperative set-up. He also visited his capital, Buenos Aires, where he met with the President of the Economic European and Social Committee with whom we share a common agenda both regionally and globally.

Moving on to 2023 the President attended the National Congress of Legacoop of which they have a newly elected President, Attilio DADDA'. During the visit the President visited several social co-ops of which Italy is a good example of these types of cooperatives and they are doing some incredible work. After that the ICA held a Board Meeting in Sofia, Bulgaria of which the country President addressed the meeting and again, the Board visited a few cooperatives, mainly consumer cooperatives but we did also visit a drinking water cooperative and a hospital, ran by a cooperative which specializes in heart problems. Making use of the proximity the President then visited Belgrade, Serbia where he visited many interesting farming cooperatives which varied in size and are looking at value chains and ethical farming. The President then travelled to South Korea to attend the 60th Anniversary of the Korean Federation of Community Credit Cooperatives (KFCC). The President also visited Prague in the Czech Republic, where he was very struck by a visit to a worker owned social labour cooperative where the workforce are 80% disabled. The work of this cooperative is quite remarkable, and the members really are part of the national labour force. From there the President attended the European Regional Assembly which was held in Oslo, Norway where he received a very warm welcome. Moving on, the President visited Greece to learn more about their movement which was a different kind of experience and learned that the Pharmaceuticals are mainly ran by cooperatives.

Where the President cannot attend events in-person he always makes sure there is either a video or written message.

GLOBAL ACTIVITY REPORT

A video was shown indicating the global activities that the ICA has been engaged with and the main highlights are as follows:

2022 marked the return to “in-person events” following the pandemic period although marred and dominated by the war in Ukraine. The activities for the past year are centred around the ICA Strategic Plan 2020-2030 ‘A People Centred Path for a Second Cooperative Decade’. The years’ activities focused on Identity, Growth, Cooperation Amongst Cooperatives and Sustainable Developments.

The highlights of the year show that the Cooperative Identity Advisory Group disseminated a global survey around Identity asking if it was adequately defined and understood. 136 countries responded, from 141 members: 42% from the Americas, 26% from the Asia-Pacific, 13% from Africa and 19% from Europe. The survey had been translated into 11 languages and was conducted from April to 31st October 2022. The results were published through a webinar in December 2022 with more than 200 participants contributing.

The ICA marked 20 years of the adoption of the ILO Recommendation 193 ‘Promoting Cooperatives’. A legal opinion was developed for cooperatives in Greece and the ICA supported another legal framework for the development of cooperatives in the United Arab Emirates. The ICA organised a side event at the 2022 UNESCO World Conference on Cultural Policies and Sustainable Development (Mondiacult 2022), which looked at how cooperatives advance the Sustainable Development Goals (SDGs) through culture and the creative sector. As of end December 2022 the ICA had 315 members in 107 countries representing over 1m individuals.

Cooperatives from around the world stepped in to support our colleagues in Ukraine by launching a fund-raising appeal to help mitigate the hardships being inflicted on citizens of Ukraine.

In June 2022, the ICA met in Seville, Spain for the Elective General Assembly with side events being organised by the Spanish Confederation of Worker Cooperatives, the theme being ‘Cooperatives, the Time is Now’. On 20th June 246 member organisations from 81 countries participated in the General Assembly. President Guarco was re-elected as President alongside a new Board which will serve for a four-year term.

On policy and advocacy work the ICA submitted a Statement to the 60th Session of the Commission for Social Development highlighting their work on driving an inclusive and resilient recovery after the COVID pandemic. The ILO’s work on Decent Work in the social and solidarity economy which specifically includes cooperatives, was approved by the Plenary of the National Labour Conference. On 5 and 6 May 2022, ‘The Social Economy, the Future of Europe’ Conference took place and the charter for the International Coalition of the Social Solidarity Economy was signed. Cooperatives engaged in the G20 discussions led by INKUR a cooperative federation in Indonesia.

With regards to communications, over 455 users have visited the ICA website showing an increase of 35% with the growing trend in social media remaining in all channels. In 2022 we celebrated the 100 anniversary of the International Day of Cooperatives ‘Cooperatives Build a Better World’ which also marked the 10th Anniversary of the International Year of Cooperatives

with cooperatives around the world celebrating. Another priority for 2022 was to deepen and grow youth involvement and membership. The Youth Committee now boasts over 150 members with a four-year work plan being put into place.

By means of promoting gender equality, the Committee joins global events to promote ending violence against women and girls and to educate audiences against gender-based violence.

As part of the strategic initiative to deepen the common actions of large cooperatives and cooperative groups the International Cooperative Entrepreneurial Think Tank (ICETT) was formed in 2018. In 2022 ICETT organised two events, the role of cooperatives in repairing and restructuring global value chains and digitalisation along with continued contribution on Identity and on-going work with the Global Cooperative Monitor. In the work of international development, the US Overseas Cooperative Development Council and the ICA joined forces in creating an on-line data portal displaying international projects.

In the 2022 report, which can be found on-line, the ICA reports on the work and activities of all the sectors, regions, thematic committees and Dot Coop.

Ariel GUARCO publicly thanked all the staff of the ICA and all of the members for their participation.

APPROVAL AND ADOPTION OF THE NEW INTERNAL RULES

Ariel GUARCO advised the meeting that along with the adoption of the new Articles of Association we have needed to update and amend our internal rules which can be found on pages 106 to 130 in Part II of the documents and asked Graciela FERNÁNDEZ, Chair of the Governance Committee, to take the floor.

Graciela FERNÁNDEZ explained that some of the internal rules will change now and other will change later after Royal Decree approval. Many of the sections and articles found in the Bylaws have been moved to the Articles of Association. The Bylaws have been renamed Internal Rules of the General Assembly (Article 50 of the Articles of Association). Article 50 of the Articles of Association: Internal Rules and Procedures relative to the General Assembly is now modified to reflect Belgian law. A brief review of the Bylaws moving over to the Articles of Association was outlined such as Mission Statement, Architecture, Structure, Official Language, Principles, Membership Eligibility and Application, Rights and Obligations of Members and Associate Members, Exclusion of Members, Various articles in Finance, Governing Bodies and Congress, various articles in the GA, Sectoral and Thematic Bodies and Special Dispositions to name a few. Much of the terminology was also changed to be in line with the Articles namely: Bylaws, changed to Internal Rules of the General Assembly, Subscription Dues, changed to Membership Fees, Co-operative changed to Cooperative. Terminology for the different types of members also changed whilst the title of President changed to Chairperson.

Additional amendments were such that links were made between the Internal Rules and Articles of Association, correction of some discrepancies, the special provision regarding flat fees and votes for new members of the ICA who were also members of ICMIF was removed.

The flat fees and the country maximum were **not** adjusted to match the current indexation as there will be revisions to the membership fee calculation method proposed in 2024 at the end of the current 4-year cycle.

Graciela FERNÁNDEZ urged the members to thoroughly review the new Articles of Association to have a better understanding of how the Internal Rules will have changed. The General Assembly was also advised that there will be a Working Group set up to analyse all these points.

Abstain: 0

Against: 0

In favour. All

The General Assembly was unanimous in approving and adopting the new Internal Rules

ICA BOARD

Vice President

Under the old Articles of Association, the Regional Presidents needed to be ratified by the General Assembly however, the new Articles of Association set out that the Regional Presidents automatically become Vice Presidents of the Board. Therefore, Graciela FERNÁNDEZ automatically took up post as President of the Americas region and was re-elected by them at their General Assembly in 2022. President GUARCO asked the audience for congratulations.

Sectoral Organisation Representatives

It has been agreed by the Regions, Global Board and General Assembly in 2022 that the number of sectoral seats on the Global Board be increased from 4 to 8 therefore enabling all Sectoral representatives to become part of the ICA Board. This has already been covered in the updated version of the Articles of Association setting out that it is the Sectors who appoint their representatives and not the ICA General Assembly.

The Sectoral Presidents to be appointed to the Board are as follows:

Petar STEFANOV, President of the Consumer Cooperatives Worldwide - CCW

Giuseppe GUERINI, President of the International Organisation of Industrial and Service Cooperatives - CICOPA

Bhima SUBRAHMANYAM, President of the International Cooperative Banking Association - ICBA

DONGJIN NO, President of the International Cooperative fisheries Organisation - ICFO

Ariel GUARCO asked the audience for congratulations.

Presentations of the ICA Board of Directors – Mandate from 2022 to 2026

Under the new Articles the Minutes of the General Assembly need to show the current ICA President, Vice Presidents, Members at Large, Sectoral, Youth Committee and Gender Equality Committee Representatives.

President

Ariel GUARCO

ICA Vice Presidents Duration of regional mandates

Africa Region: Oriyomi AYEOLA, elected from 2021 to 2025

Americas Region: Graciela FERNÁNDEZ, elected from 2022 to 2026

Asia & Pacific Region: Chandrapal Singh YADAV, elected from 2021 to 2025

European Region: Susanne WESTHAUSEN, elected from 2021 to 2025

Members at Large

Marcio LOPES DE FREITAS, Brazil

Krasimir IGNATOV, Bulgaria

Alexandra WILSON, Canada
 Zhenhong CAI, China
 María Eugenia PEREZ ZEA, Colombia
 Marjaana SAARIKOSKI, Finland
 Aditya YADAV, India
 Bahman ABDOLLAHI, Iran
 Giuseppe Attilio DADDA, Italy
 Toru NAKAYA, Japan
 George MAGUTU MWANGI, Kenya
 Kamarudin ISMAIL, Malaysia
 Iñigo ALBIZURI LANDAZABAL, Spain
 Ben REID, United Kingdom
 Martin LOWERY, United States

Sectoral Representatives

Carlos ZARCO (Spain): International Health Cooperative Organisation – IHCO
 Blase LAMBERT (United Kingdom): Cooperative Housing International – CHI
 Shaun TARBUCK (United Kingdom): International Cooperative and Mutual Insurance Federation – ICMIF
 Sung-hee LEE (South Korea): International Cooperative Agricultural Organisation – ICAO
 Petar STEFANOV (Bulgaria): Consumer Cooperatives Worldwide – CCW
 Giuseppe GUERINI (Italy): International Organisation of Industrial and Service Cooperatives – CICOPA
 Bhima SUBRAHMANYAM (India): International Cooperative Banking Association – ICBA
 Dongjin NO (South Korea): International Cooperative fisheries Organisation – ICFO

Youth Representative

Ana AGUIRRE, Spain

Chair of the Gender Equality Committee

Xiomara NUNEZ DE CESPEDES, Dominican Republic

CONTRIBUTION FROM NATIONAL AGRICULTURAL COOPERATIVE FEDERATION - NACF OF SOUTH KOREA

President GUARCO explained that NACF of South Korea had made a very generous contribution of € 100,000 to the ICA. Both the President and the Board of the ICA were very grateful for this contribution and expressed appreciation for their solidarity. As President of the organisation, Ariel GUARCO asked Sung-hee LEE to come to the stage where he was presented with a ceremonial plaque to commemorate their contribution of € 100,000.

Sung-hee LEE took the stand and informed the members that NACF has grown to be one of the top ten global cooperatives with the help of the ICA advancement of global cooperatives and he hoped that the donation from NACF would be used to help grow the ICA and membership.

He also advised the General Assembly that South Korea has submitted a bid to host the World Expo 2030. He advised that the host country will be elected by the Bureau of International Exhibitions members at their General Assembly in November 2023. There are 3 country contenders namely, Saudi Arabia (Riyadh), Italy (Rome) and South Korea (Busan). He asked if they were successful, could the ICA and members help promote the event.

APPROVAL OF THE 2022 AUDITED ACCOUNTS AND DISCHARGE OF THE AUDITOR

Jean-François NOBELS was present for this part of the General Assembly.

Susanne WESTHAUSEN, Chair of the Audit & Risk Committee, presented the Audited 2022 Accounts. Her presentation was articulated around the 2022 financial Statements, mainly the consolidated profit & loss statement.

2022 Financial Statements

IN EUR	2021	2022
AFRICA*	26 052	-1 814
AMERICAS*	119 287	10 200
ASIA & PACIFIC*	68 011	56 357
GLOBAL OFFICE*	-277 770	-291 308
ALLIANCE CONSOLIDATED	67 135	-48 470
COOPERATIVES EUROPE	104 450	-58 897
50% SHARE DOTCOOP ALLIANCE	54 821	3 291

(*before consolidation)

Susanne WESTHAUSEN announced that the ICA had already sent out the accounts which show money being collected and expenditure. Cooperatives Europe and Dotcoop are not part of these numbers as they are separate entities. We have a deficit in Africa and the Global Office and a surplus in the Americas and Asia and Pacific Regions. We therefore have an overall small deficit of € -48,470. We also have a deficit in Cooperatives Europe but a small surplus in Dotcoop.

ICA Consolidated Profit and Loss Account

in EUR	2021	2022
Meetings and Sales of services	409.867	253.874
Subscription fees - Head Office	2.679.330	2.678.054
Project support	1.293.842	836.888
Contributions and donations	850.960	471.429
Other operating income	63.877	40.584
Total income	5.297.876	4.280.829
Redistribution regions and sectors	- 785.054	- 857.757
Services and others goods	- 1.967.489	- 1.343.257
Remuneration, social security costs and pensions	- 2.348.771	- 2.031.592
Depreciation on tangible fixed asset	- 10.139	- 10.221
Amounts written down on trade debts	- 163.445	- 98.828
Other operating charges	- 163.142	- 185.966
Total expenses	- 5.438.040	- 4.527.621
Operating result	- 140.164	- 246.792
Financial result	207.299	198.322
Extraordinary result	-	-
Net result	67.135	- 48.470

The ICA fee level is around the same as 2021 which represents around 68% of revenue. Our fees are the lifeline of the organisation and it is imperative that we pay our fees and in a timely

manner. In 2022, we collected € 2,678,054. We had project support and donor contributions which gave us a total of € 4.2 million. Some of this money is re-distributed to the Regions and Sectors. Our main expenses are for salaries, social security costs and pensions but also travel and this gives us a deficit on Total Expenses as € 4.5 million with an overall operating deficit of € 246,000. Luckily, we have a positive financial result of almost € 200,000 which gives us the net result of € -48,470.

Membership fees in Euros

	2019	2020	2021	2022	2023*
Membership fees	2 612 231	2 605 978	2 679 330	2 678 053	3 012 772
Number of members	310	317	311	315	315

(*) Estimated budget



This graph shows fees and numbers of members. We have had stable results since 2019 and have grown the membership fees in 2023 however, we have not managed to gain much from more members.

Susanne WESTHAUSEN then handed the floor to Jean-François NOBELS, RSM InterAudit.

Jean François NOBELS started his presentation by giving a global overview of the Balance Sheet

Balance Sheet – Comparison between 2021 & 2022

Assets	2022	2021	Variations
Intangible assets	4.270	0	4.270
Tangible fixed assets	2.557	11.558	-9.001
Financial fixed assets	165.942	161.076	4.867
Stocks and contracts in progress	0	0	0
Amounts receivable within one year	1.599.050	2.718.754	-1.119.704
Current investments	119.665	111.387	8.278
Cash at bank and in hand	3.089.582	3.211.372	-121.789
Deferred charges and accrued income	14.175	65.036	-50.861
	4.995.241	6.279.183	-1.283.942

Liabilities	2022	2021	Variations
Equity	996.069	1.110.317	-114.248
Provisions	0	0	0
Amounts payable after more than one year	0	0	0
Amounts payable within one year	3.043.156	2.445.249	597.907
Accrued charges and deferred income	956.016	2.723.617	-1.767.601
	4.995.241	6.279.183	-1.283.942

ASSETS**Contribution of Regions to the consolidated result**

The ICA Asia Pacific and ICA America are in profit however, the ICA Head Office has a considerable loss whilst the Africa Region shows a small loss. The consolidated loss amount is € 48,000.

Ratios

Ratios show the financial trends and structure of the organisation.

Concerning the Solvency Ratio with figures of the liabilities, equity and long-term debt. The closer the ratio is to 0 the more troublesome the trend. However, there has been a slight improvement in the ratio which is due to the decrease in deferred income and other debts. Last year, we were at .22 and now we are at .25 which is positive. However, the debt remains high.

This liquidity ratio indicates how the components of the current assets cover payable and we note that the ratio has slightly improved compared to the previous year. We have now a snapshot of the previous year and this year and we have a short-term position in liabilities. Current assets divided by payables (amounts to be paid within one year plus Accrued amounts). Short term is enough to reimburse the short-term debt.

Cash Flow

2022	-37.378 -10.357 -65.777	Net Cash Flow from operating activities Cash Flow from investing activities Cash Flow from financing activities	= -113.512
2021	742.345 -26.788 -80.308	Net Cash Flow from operating activities Cash Flow from investing activities Cash Flow from financing activities	= 635.249

There is a negative trend on cash flow this year compared to last year. Both have been divided into 3 clusters i.e.: Net Cash Flow from Operating Activities, Cash Flow from Investing Activities and Cash Flow from Financing Activities. The negative trend for 2023 shows a deficit of € 113,512 whilst the previous year shows a positive result of € 635,249.

Amounts receivable and Stock and contracts in progress

The receivables at 31/12/2022 amount to € 487,481.24 versus € 1,481,460.70 for 2021. This decrease can be explained mainly by the fact that membership subscriptions 2022 in Europe were issued in December 2021 for an overall amount of € 997,000 whereas it was decided to no longer issue in advance the contributions 2023 at the end of 2022. In these receivables, the total amounts related to doubtful clients reaches € 434,496.92 and the total amount of the bad debt provision for 2022 is € 345,641.62.

Deferred charges and accrued income / accrued charges and deferred income

- **Deferred charges and accrued income: € 14,174.96**

The deferred charges are mainly related to charges incurred in 2022 but relating to 2023.

- **Accrued charges and deferred income: € 956,015.53**

The accrued charges are charges of ICA Global and Regions relating to 2022 but not invoiced yet (€ 293,379.66). The deferred income of € 137,540.50 relates to subscriptions and contributions invoiced in 2022 but which relates to 2023 and € 469,734.21 related to deferred Development Support reported by the regions.

The conversion of bank accounts from dollars to Euros rises to € +52,202.87 in 2022 against + € 59,543.76 last year. This is due to an unfavorable exchange rate.

LIABILITIES

Equity

The Equity reduction of € -114,248. There are two main reasons for this: the share of € 48,000 coming from the previous year and a history of Euro based equity on the organisation and also on other parts coming from the Regions where there is a currency fluctuation. As illustrated in the table, there are debts of less than one year of almost 600,000.

Associative funds and accumulated profits

The accumulated loss at 31/12/2022 amounts to € 120,889.13 out of which € 72,418.65 are related to accumulated losses from previous years and € 48,470.48 from loss of the year 2022. From this amount, € 291,308 represent the loss for 2022 of the Belgian head office only, and € 242.838.04 being the 2022 consolidated profit of the regions.

The losses carried forward were increased due to the loss of the year, so the equity has deteriorated.

The ICA Head Office ended with losses over two consecutive financial years for a total of € 569.078. The end of the European project and the absence of any other funding, besides the UAE project, have contributed to a deterioration in its financial health. It therefore needs external resources to improve its financial situation.

Following discussions with the finance department, we have been informed that ICA has applied for a new EU partnership with an estimated budget of € 8.9 million over 5 years. This new partnership would start at the end of the year 2023.

The consolidated annual budget shows a projected profit for the year 2023 of € 1.898,39.

Various debts

The total amount of various debts is € 2.351.778,61.

Solidarity funds	€ 18,232.50
Project (MAFF - JCCU – COPAC- ACFSMC)	€ 987,605.40
Sectoral organizations and thematic committees	€ 345,238.35
Funding from UAE	€ 145,201.46
Other debts	€ 855,500.90
Solidarity funds represent donations made by members for specific solidarity projects:	
Solidarity Asia	€ 9,651.89
Solidarity Americas	€ 8,581.61

Closing Remarks

The group's financial statements have been prepared on a going concern basis. This assumes that management believe that the International Cooperative Alliance will continue to meet its liabilities as they fall due during the next 12 months.

Risks analysis and internal control system

The size and low complexity of the entity, International Cooperative Alliance (ICA), by definition, makes it 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 is reasonable to report that the controls currently in place do safeguard the assets and resources of the ICA. Enough emphasis is 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 is ensured by way of a robust system that can produce reliable and timely financial and management information.

After this full report, Jean-François NOBELS stated that RSM InterAudit had no reservations on the accounts that have been submitted. He added that at the end of this meeting RSM InterAudit will have come to the end of their mandate which they have held for 9 years.

Susanne WESTHAUSEN thanked Jean-François NOBELS for his report and all the hard work and thanked the ICA staff team for their contribution. She put the 2022 Audited Accounts to the vote of the General Assembly.

The General Assembly approved unanimously the 2022 Audited Accounts by show of hands.

DISCHARGE OF THE AUDITOR

Ariel GUARCO explained that under Belgian Law we do need to discharge the Auditor. The President asked the General Assembly to vote on the motion to grant a discharge to the Auditor of the ICA for the exercise of his mandate during the financial year which closed on 31 December 2022.

The General Assembly granted unanimously a discharge to the ICA Auditor for the exercise of his mandate during the financial year closed on 31 December 2022 by show of hands.

DISCHARGE OF 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.

The General Assembly granted unanimously a discharge to the ICA Board of Directors in respect of the exercise of its duties under its term of office that ended on 31 December 2022 by show of hands.

APPOINTMENT OF THE AUDITOR

In accordance with Article 53 of our new Articles of Association, the General Assembly appoints an Auditor, member of the Belgian Institute of Auditors which will serve for a term of 3 years. ICA Articles do not require that this is a secret ballot. The Audit and Risk Committee recommended to the Board of Directors the re-appointment of SRL RSM InterAudit for the International Cooperative Alliance AISBL from 2023 to 2025.

RSM InterAudit is a member of RSM International, a network of member firms offering audit, tax and advisory services. They are operating in 123 countries worldwide with more than 260 professionals in Belgium. Their annual fee would be € 13,200 excluding VAT.

The General Assembly unanimously approved to reappoint SRL RSM InterAudit, represented by Karine MORRIS and Ibrahima KANE, auditors for the International Cooperative Alliance for a 3-year period - from 2023 to 2025 - by show of hands.

WORK PLAN 2023

The first Item in the Work Plan is the:

Promotion of the Co-operative Identity. Our first task is to Reinforce the ICA Statement on Cooperative Identity of which we have engaged in a global consultation. The President stressed the need to promote legislation that protects our Cooperative Identity by working with our respective global members to get this written into 'country' legislation and thirdly, promote identity-related communications and branding such as International Day of Cooperatives. We need to be looking at a branding campaign, how to grow the cooperative movement, increase

membership, form strategic alliances, and look at value chains, gender equality, encourage more young people to join, and work on our advocacy, research, data, statistics and communications.

President GUARCO advised the meeting that Alexandra WILSON is leading on this piece of work, which started with an initial member survey that went out last year, and a webinar was held in early December, all of which are still available on the consultation website. Cooperators from 136 countries worldwide answered the survey gathering opinions on whether the cooperative identity, our principles and values, our cooperative difference is well defined and understood. This part of the work is ongoing. We will then need to look at promoting regulation that protects the cooperative identity by writing it into cooperative legislation which can be used by our global members. We should also be looking at promoting identity led communications and branding which can be used for such things as the International Day of Cooperatives. There will also be a need to develop a cooperative branding campaign around identity and what it means.

It was announced that, as part of the above, Steve GILL from VME Coop, which is a worker cooperative based in the UK and Malta has developed a tool to assist members in engaging with each other on Identity. Steve GILL was then asked to take to the stage and explain what had been developed.

Steve GILL advised that a new website had been created, www.coopidentity.ica.coop initially for the consultation process however, the technology behind the website development could be used to help members communicate with each other. There is also a toolkit that can be used so that members can organise their own identity sessions/workshops. However, it was the 'Forum' part of the website that would be explained. Steve GILL used a visual to help explain how this section of the website functioned.

Currently this can be translated into 38 languages which constitutes 87% of the membership, it will shortly be going up to 39 as Danish is due to be added. Whenever an individual types anything, irrespective of language used, the system will automatically translate into the remaining languages therefore enabling members from all over the world to communicate in real time. With this tool language ceases to remain a barrier. There is also the ability to be able to 'agree' or 'disagree' with the questions, which will be recorded, or you can add your own statements and other participants will also be able to 'agree' or 'disagree'. This system enables constructive debate and contribution irrespective of native language. This will also assist in bringing together great cooperative minds in discussion.

President GUARCO thanked Steve GILL for his presentation and all the hard work that had gone in to designing the website and the tools.

Cooperation among Cooperatives which we can do in several ways i.e.: we need to look at ways of building and exchanging knowledge looking at Cooperative Connect and digital technology. Look at deepening the common action of large cooperatives and cooperative groups by forming global partnerships and alliances. We need to deepen the policy impact of the movement which we can do through the International Cooperative Entrepreneurship Think Tank (ICETT) and the World Cooperative Monitor (WCM). We can also promote cooperatives and the work we are doing by our contribution to global sustainability via the UN SDG's. We need to highlight the work we are doing on international development using our development projects and the work we have done with the ICA EU Partnership Programme on international cooperative development. We are also looking to include this in our statutory meetings planned for this year and our strategic plan.

Growth of the Cooperative Movement: As an organisation and as cooperators we need to be looking at how we can promote the growth and involvement of the ICA membership. We can do this by hosting a global recruitment campaign and by highlighting the value and importance of membership. We need to be looking and extending and deepening our global partnerships and alliances whilst deepening the policy impact we have and can have as a movement. Knowledge of our movement, even though global, is little known so we need to be looking at how we can develop this knowledge through education, research and statistics. The more people know about us the bigger our visibility and the more chance of developing cooperatives and growing our membership. We should be asking ‘how do we develop the economic role of cooperatives’, possibly through value chains describing our full range of activities. We need to be looking at enhancing our communications by reaching out to an external audience. We should better promote our work with the young people of today as much of what we are doing and how we do it really resonates with the younger generation. We need to look at how we better promote our work and achievements on Gender Equality, again reaching out to a different market.

UKRAINE

The next topic was not on the agenda. However there had been a request from Illia GOROKHOVSKYI to make a speech. Ariel GUARCO invited him to take the stage.

Illia GOROKHOVSKYI then addressed the Assembly:

“Dear Friends,

I would like to address you personally and to thank you all for your help and assistance during the very difficult times in our country when I know that some of you are encountering difficulties in your own. A year ago, I spoke about the war during the General Assembly of 2022, unfortunately the war is still going on. All the world is tired of this war however is it the people of Ukraine that are suffering the most. Every single day the war comes to our homes with shelling and missiles, we see the events through television and the internet and with conversations at home and work and experience horrible events that occur during the night. However, I have not come here to speak about war but to speak about peace, a peace that the people of Ukraine continue to fight for. A peace in which we are going to rebuild and regenerate our country and all the coop premises and businesses. There are 100,000 sq. metres of premises, more than 200 cooperatives, dozens of different enterprises, offices, and other buildings and land which have either been destroyed or damaged by missiles along with our educational establishments. We are now dreaming and planning for a time after the war where we are able to rebuild. For this purpose, the Ukrainian movement has created a special fund which allows us to accumulate all the money from our coop friends. We have done everything possible to make sure the fund is open and transparent and ensured that all decisions made were legal. I am using this Assembly to advise all our friends about the fund and to express my heartfelt thanks and gratitude, and those of my Ukrainian cooperator colleagues, to all our friends all over the world for their support and concern.

Our hearts are with you always and we wish you peace, prosperity, and good luck to all.

Thank you”

President GUARCO thanked our colleagues from Ukraine and for making the journey to Brussels during this difficult time. He went on to advise that if anyone needs help in how to assist the Ukrainian movement then both the ICA and EUROCOOP can assist.

2023 BUDGET

Ariel GUARCO asked Susanne WESTHAUSEN as Chair of the Audit and Risk Committee to present the 2023 budgets.

2023 BUDGET

	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
EXPENSES	-1,705,570	-186,251	-616,492	-476,000	-2,984,313
<i>Services and other goods</i>	<i>-520,783</i>	<i>-39,861</i>	<i>-98,945</i>	<i>-189,500</i>	<i>-849,088</i>
Premises	-81,023	-7,323	-28,896	-39,000	-156,242
General office	-11,270	-1,446	-1,881	-4,000	-18,597
Travel	-23,300	-9,646	-13,124	-58,000	-104,070
IT	-32,060	-5,800	-5,928	-12,000	-55,788
External services	-255,530	-7,355	-35,196	-41,500	-339,581
Meeting expenses	-117,600	-8,290	-13,919	-35,000	-174,810
<i>Personnel</i>	<i>-1,106,288</i>	<i>-139,681</i>	<i>-398,003</i>	<i>-280,000</i>	<i>-1,923,972</i>
<i>Depreciation</i>	<i>-3,500</i>	<i>0</i>	<i>-4,212</i>	<i>0</i>	<i>-7,712</i>
<i>Other expenses - project support</i>	<i>-55,000</i>	<i>0</i>	<i>-100,729</i>	<i>-6,500</i>	<i>-162,229</i>
<i>Financial expenses</i>	<i>-20,000</i>	<i>-6,709</i>	<i>-14,603</i>	<i>0</i>	<i>-41,311</i>
NET INCOME	1,898	10,107	1,127	-275	12,857

Susanne WESTHAUSEN highlighted that the adoption of this budget is a bit strange as it needs to be approved in the middle of the year however, according to Belgian Law, the Budget needs to be approved.

There is good news in that we have a balanced budget. However, our major source of income is still our fees and asked us all for help in the collection of fees so that we have an organization that is sound and fit for the future. Our fees total almost € 3 million however, unfortunately not all of these come in when they are due therefore, we are constantly trying to 'balance the books'. Our Expenses for 2023 have come in higher than expected which has been mainly due to the Director-General search and our UAE project still needs to pay for work carried out however, after seeking legal advice, we will be looking to re-negotiate our terms. A new EU project has yet to be awarded so we are in constant contact with the EU Commission. Also, this year we have had more in- person meetings which has impacted on our expenses i.e., meeting/interpretation costs, travel etc. The arrangement with EY Law regarding the Articles of Association, (more drafts made than budgeted) came in higher than anticipated. Therefore, we have a net income of around € 12,857. There are always difficulties keeping to budget and it is hard for the ICA to make ends meet. The Audit & Risk Committee have decided to meet every month to keep a close eye on the numbers and make sure budget expectations are met, especially over the time prior to the new Director-General taking up post.

Susanne WESTHAUSEN then asked for questions from the floor.

A delegate asked whether the donation from NACF had been included in the budget and how it will be used?

Ariel GUARCO answered that the donation had indeed been included in the 2023 budget and that we are going to use the money for the benefit of the organization and that we will continue to work on deficits as they arise. President GUARCO also announced that the ICA would be more than happy to receive further donations.

The approval of the 2023 Budget was then put to the vote.

The General Assembly unanimously approved the 2023 Budget.

RATIFICATION OF REGIONAL RULES OF THE AMERICAS

The Americas Region had put forward several amendments to their Bylaws namely to amend Article 2, Article 9 and Article 20. However, as the new Articles of Association had been approved earlier in the meeting these Bylaws can be changed automatically and there is no need for ratification.

BYLAWS OF THE REGIONAL BOARD OF DIRECTORS OF THE COOPERATIVES OF THE AMERICAS

As with the above, the Bylaws of the Regional Board of Directors of the Cooperatives of the Americas can be changed automatically and there is no need for ratification.

MOTIONS AND RESOLUTIONS

The Board of Directors of the ICA approved a resolution whereby motions from the members could be presented up to 24 hours prior to the start of each General Assembly. President GUARCO advised the Assembly that no motions had been received.

NEXT GENERAL ASSEMBLY 2024

President GUARCO announced that the Board of Directors had received a very kind invitation from our Indian Colleague, Aditya YADAV, presented by Dr. Awasthi with which we agreed and would like to share with you.

Dr AWASTHI, CEO of IFFCO, India took the stage explaining that the Indian Farmers and Fertiliser Cooperative on behalf of the Indian Cooperative Movement, would like to invite all members of the ICA to the General Assembly in New Delhi, India to be held in June 2024.

Dr AWASTHI went on to explain that India probably has one of the largest cooperative movements in the world with more than 20 million citizens being members of a cooperative. He assured the Assembly that a full programme of events will be developed with the Executive Office of the ICA and will also include sightseeing and cultural events. The Prime Minister of India will be asked to open the event and if unavailable the Minister for Cooperatives would be asked.

President GUARCO thanked both Dr AWASTHI, Adity YADAV from IFFCO for this very kind offer of which was duly accepted.

At this point President GUARCO closed the General Assembly and thanked everyone for attending. Explaining the General Assemblies are very important events for the ICA and thanked the Vice Presidents, Board and all members along with the staff and interpreters.

The President went on to say that there were two further announcements that he wished to make and asked María Eugenia PÉREZ ZEA, Chair of the Membership Committee to come to the stage.

NEW MEMBERS

María Eugenia PÉREZ ZEA welcomed the new members into the ICA and asked them to come to the stage where she introduced them to the Assembly:

Cooperativa de Ahorro y Crédito ELGA Ltda. of Honduras
 Asociación de Cooperativas Argentinas Cooperativa Limitada (ACA C.L.) of Argentina
 Central Housing Cooperative Union (CHCU) of Egypt
 Federación de Cooperativas de Producción (FECOPROD) of Paraguay
 VME of the United Kingdom

President GUARCO thanked María Eugenia PÉREZ ZEA for the introductions and personally welcomed the new members stating that she hoped the organisation met with their expectations.

INTERNATIONAL DAY OF COOPERATIVES

Ariel GUARCO asked the Members of the Communications Committee, Leire LUENGO and members from the Basque Country cooperatives to showcase what had been planned for the International Day of Cooperatives.

Leire LUENGO presented on behalf of the Communications Committee but firstly thanked Ben REID as Chair of the Committee for all his support over the last year and for the previous 4 years. She explained that the Committee had been working with COPAC (Committee for the Promotion and Advancement of Cooperatives) in the planning of the day. Inés SEGUÍ GRACIA then took the floor, showing the work and toolkits that had been developed to assist members in their IDC celebrations. She explained that 2023 was a key year for the SDG's as in September we would be celebrating the UN SDG Summit, marking the mid-term of the 2030 Agenda for sustainable development. A multi-step communications campaign has been planned with the opening being the IDC, followed by a VNR Lab session at the High-Level Political Forum in New York in July, and September will host the SDG Summit in relation to what has been done and what is expected to be done in the future. She also asked for member input into how we are addressing the SDG's. There is also a video message from President GUARCO with more information being sent to members over the coming couple of days.

Members of Spain were asked to the stage to share what they are planning for the day in collaboration with the ICA.

Iñigo ALBIZURI LANDAZABAL, ICA Board member and President of CICOPA thanked everyone for allowing him the time to explain in more detail what had been planned. There is a programme of events due to be held in DONOSTIA, San Sebastian, Social Economy Capital of Spain which starts with the International Day of Cooperatives. This programme has been developed jointly with the Higher Council of Cooperatives in the Basque Country, KONFEKOOP and COCETA. We are planning to present videos and testimonials from around the world to showcase why it is paramount to belong to the ICA and where prospective members could see how they would benefit and find out 'what is in it for me'.

The floor was then handed to Rosa LAVIN President of KONFEKOOP. She explained that KONFEKOOP is convinced that Cooperatives will develop stronger strategies through the SDGs. There will also be online broadcasts that can be followed in Spanish, English, and Basque. There will be six round tables sessions in which representatives from various countries and organisations will discuss the relationship between the cooperative movement and each of the Sustainable Development Goals, from 1-17.

A further representative of the Higher Council of Cooperatives in the Basque Country explained the nature of this public and private corporation that also represents cooperatives. We will show

what we have been doing over the last few years highlighting the importance of cooperation and showcase that SDG's are in our DNA.

Luis Miguel JURADO, President of COCETA took the stage explaining that he was present one year ago in Seville. The Basque Country Region has a long history of cooperatives and cooperation which have now developed throughout Spain. The partnership that has been formed with the Higher Council bringing together public and private sectors is key and we hope that you will join us on 1st July.

Leire LUENGO thanked everyone and pointed all present to the IDC website www.coopday.coop.

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* *

The President adjourned the 2023 General Assembly at 13:30.



APPROVAL OF THE MINUTES HELD 28 JUNE 2023	
ABSTAIN	
AGAINST	
FOR	

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

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

New At-large Directors

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

If the mandate of an At-large Director ends for any reason before the expiry of their term of office, the Board of Directors shall appoint by co-optation a new At-large Director to serve for the remainder of the term, provided that the At-large Director appointed by co-optation meets the criteria for the composition of the Board of Directors set out in the present Article. At its first meeting following their co-optation, the General Assembly shall be asked to confirm the mandate of the At-large Director appointed by co-optation. If the General Assembly confirms the mandate of the At-large Director appointed by co-optation, said At-large Director shall complete the term of office of the At-large Director replaced, unless the General Assembly decides otherwise. If the mandate of the At-large Director appointed by co-optation is not confirmed by the General Assembly, the mandate

of said At-large Director shall come to an end immediately upon the conclusion of the General Assembly, without prejudice to the regularity of the composition of the Board of Directors until that date.

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

The mandate of the following At-large Directors ended since the last General Assembly either because they retired early or their organisation ceased its' membership in the ICA.

1. Marjaana Saarikoski from Finland
2. Martin Lowery from the United States
3. Ben Reid from the United Kingdom

The following At-large Directors were appointed by the ICA Board by co-optation and thus their mandate needs to be confirmed by the ICA General Assembly:

1. Simona Cavazzutti from Paraguay
2. Douglas O'Brien from the United States



Simona Cavazzutti

Simona Cavazzutti is the President of the Confederación de Cooperativas Rurales del Paraguay – Concopar Ltda.

I was born in Milan, Italy, in 1958. I am a married mother of 4 children and grandmother to 6 grandchildren. I have been living in Latin America for almost 40 years, and am an agricultural entrepreneur. I have a degree in languages and have taken several training courses in cooperative leadership, as well as a Diploma in Social Economy. I speak five languages, Italian, Spanish, English, French and Portuguese. 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.



Douglas O'Brien

Doug **O'Brien** has been with National Cooperative Business Association CLUSA International (NCBA CLUSA) since 2016, where he served as the Executive Vice President of Programs before becoming President and CEO in January 2018.

Before coming to NCBA CLUSA, Doug led the work of the White House Rural Council and served in top positions at the U.S. Department of Agriculture Rural Development agency (USDA). While at USDA, O'Brien chaired the Rural Working Group of the Organization for Economic and Cooperative Development Regional Development Committee. Doug has also worked in the U.S. Senate, U.S. House and for two governors. His experience in academia includes teaching, researching and writing at the University of Arkansas Agricultural and Food Masters in Law Program and Drake University Law School in Des Moines, Iowa.

Doug grew up on a diversified farm in Dubuque County, Iowa, and holds degrees from Loras College (Dubuque, Iowa), the University of Iowa Law School, and the University of Arkansas Masters in Agricultural and Food Law Program. He lives in Takoma Park, Maryland, with his wife, Alisa. He enjoys bicycling, travel, spending time with his three children, and his memberships in several consumer co-ops and credit unions.



CONFIRMATION OF THE MANDATE OF THE AT-LARGE DIRECTORS APPOINTED BY CO-OPTATION	
ABSTAIN	
AGAINST	
FOR	

Announcement of new Directors

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

New Vice President

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

The following President was recently elected by their Regional Assemblies and thus as of right is now a Vice President of the ICA.

Vice President, Europe



Dr Petar Stefanov

Bio available here: <https://ica.coop/en/prof-petar-stefanov-consumer-co-operatives-worldwide>

Elected as the President of Cooperatives Europe in May 2024 for a one-year term.

Note that Dr. Stefanov was one of the eight representatives of the Sectoral Organisations, representing Consumer Co-operatives Worldwide (CCW) and thus that seat on the ICA Board is now vacant. According to the ICA Articles of Association, Article 40, the Sectoral Organisations elect their representatives to the ICA Board.

7. Activity Report 2023

The Activity Report 2023 can be downloaded here: <https://ica.coop/en/media/library/annual-reports-report-activities/ica-annual-report-2023>

8. 2023 Annual Accounts

2023 Financial Statements

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

* Before consolidation

Consolidated Balance Sheet (1)

Assets in EUR	2022	2023	Liabilities in EUR	2022	2023
Tangible fixed assets	6,827	3,921	Equity	996,069	283,163
Financial investments	165,942	162,020	Provision for post-employment benefit	165,399	111,104
Amounts receivable within one year	1,599,050	1,605,523	Amounts payable after more than one year	-	-
Current investments	119,665	149,162	Amounts payable within one year	2,877,757	3,063,264
Cash at bank and in hand	3,089,582	2,744,167	Accrued charges and deferred income	956,016	1,242,435
Deferred charges and accrued income	14,175	35,173		4,995,241	4,699,966
	4,995,241	4,699,966			

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

Consolidated Profit & Loss Statement (1)

in EUR	2022	2023
Meetings and Sales of services	253,874	256,823
Membership fees	2,678,054	2,811,260
Grants, Project income	836,888	693,329
Contributions and donations	471,429	329,560
Other operating income	40,584	19,456
Total income	4,280,829	4,110,428
Redistribution regions and sectors	-857,757	-891,413
Services and other goods	-1,343,257	-1,600,379
Salaries, social security costs and pension	-2,031,592	-1,737,150
Depreciation on tangible fixed asset	-10,221	-6,563
Amounts written down on trade debts	-98,828	-112,509
Other operating charges	-185,966	-138,582
Total expenses	-4,527,621	-4,486,596
Operating result	-246,792	-376,168
Financial result	198,322	-4,178
Extraordinary result	-	-9,413
Net result	-48,470	-389,759

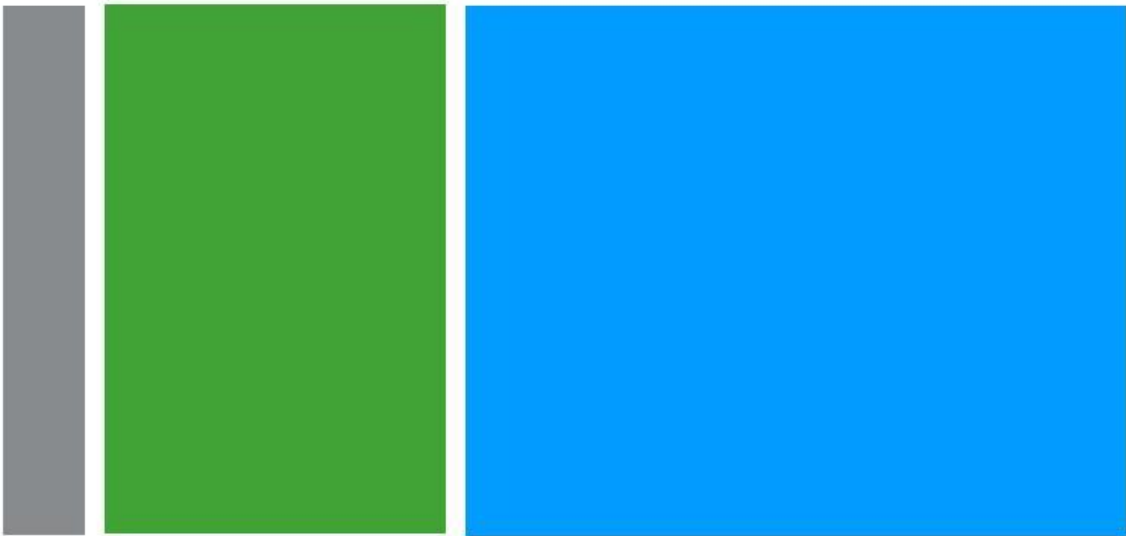
(1) Consisting of Global Office (Brussels) and the Africa, Americas and Asia & Pacific Regions

Membership Fees in EUR

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

*estimated budget





INTERNATIONAL COOPERATIVE ALLIANCE AISBL

Statutory Auditor's report
31 December 2023

AUDIT | TAX | CONSULTING





INTERNATIONAL COOPERATIVE ALLIANCE AISBL

STATUTORY AUDITOR'S REPORT TO THE GENERAL MEETING OF MEMBERS OF THE ORGANISATION FOR THE YEAR ENDED 31 DECEMBER 2023

In the context of the statutory audit of the annual accounts of International Cooperative Alliance AISBL (the « Organisation »), 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 28 June 2023, 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 2025. We have performed the statutory audit of the annual accounts of International Cooperative Alliance AISBL for ten consecutive years.

REPORT ON THE ANNUAL ACCOUNTS

Unqualified opinion

We have audited the annual accounts of the Organisation, which comprise the balance sheet as at 31 December 2023, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of € 4.699.965,64 and a profit and loss account showing a loss for the year of € 389.758,28.

In our opinion, the annual accounts give a true and fair view of the Organisation's net equity and financial position as at 31 December 2023, 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 Organisation 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.

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.

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RSM InterAudit BV-SRL - Registered auditors - Registered office : Chaussée de Waterloo 1151 · B 1180 Brussels
audit@rsmbelgium.be - VAT BE 0438.391.122 - RLP Brussels

Member of RSM Toelen Cats Dupont Koëvoets - Offices in Aalsl, Antwerp, Brussels, Charleroi, Mors and Zaventem



In preparing the annual accounts, the board of directors is responsible for assessing the Organisation'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 Organisation 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 Organisation's future viability nor as to the efficiency or effectiveness with which board of directors has conducted or will conduct the business operations of the Organisation. Our responsibilities in relation to the board of director's 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 Organisation'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 Organisation'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 Organisation 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 Organisation in the course of our mandate.

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, Code that we have to report to you.

Zaventem, June 6, 2024

RSM INTERAUDIT BV-SRL
STATUTORY AUDITOR
REPRESENTED BY


IBRAHIMA KANE


KARINE MORRIS

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

IDENTIFICATION DETAILS (on date of deposit)

NAME: *International Cooperative Alliance*

Legal form: *International non-profit organization*

Address: *Avenue Milcamps* 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 **09 / 11 / 2023** 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 **EURO**

approved by the general meeting of² **20 / 06 / 2024**

Regarding the financial year from **01 / 01 / 2023** to **31 / 12 / 2023**

Preceding financial year from **01 / 01 / 2022** tot **31 / 12 / 2022**

The amounts for the preceding period ~~are~~³ identical to the ones previously published

Total numbers of pages filed:19..... Numbers of sections of the standard form not filed because they serve no useful purpose:6.3, 6.5, 7, 8.....

Signature
(name and position)

Signature
(name and position)

- 1 Optional information.
- 2 By the board of directors in the case of a foundation / by the general management in case of an international non-profit association
- 3 Strike out what is not applicable.

OCR9002

Nr. 0535.539.869

A-npo 2

LIST OF THE DIRECTORS, BUSINESS MANAGERS AND AUDITORS
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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>Ariel GUARCO</i>	<i>Chairman of the board of directors 20/06/2022 - 20/06/2026</i>
<i>Martin LOWERY</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Benett REID</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Aditya YADAV</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Maria-Eugenia PEREZ ZEA</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Toru NAKAYA</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Alexandra WILSON</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Kamarudin BIN ISMAIL</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Marjaana SAARIKOSKI</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Susanne WESTHAUSEN</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Graciela FERNANDEZ QUINTAS</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Bahman ABDOLLAHI KORDKANDI</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Ana AGUIRRE URIZ</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Iñigo ALBIZURI LANDAZABAL</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Tajudeen Oriyomi AYEOLA</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Zhenhong CAI</i>	<i>Director 20/06/2022 - 20/06/2026</i>
<i>Giuseppe Attilio DADDA</i>	<i>Director 20/06/2022 - 20/06/2026</i>

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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>Krasimir IGNATOV</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Blase LAMBERT</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Sung-hee LEE</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Márcio LOPES DE FREITAS</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>George Magutu MWANGI</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Xiomara NUÑEZ BERROA DE CESPEDES</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Shaun TARBUCK</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Chandra Pal Singh YADAV</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Jose Carlos ZARCO ALONSO</i>	<i>Director</i> 20/06/2022 - 20/06/2026
<i>Petar STEFANOV</i>	<i>Director</i> 28/06/2023 - 28/06/2027
<i>Giuseppe GUERINI</i>	<i>Director</i> 28/06/2023 - 28/06/2027
<i>Bhima SUBRAHMANYAM</i>	<i>Director</i> 28/06/2023 - 28/06/2027
<i>Dongjin NO</i>	<i>Director</i> 28/06/2023 - 28/06/2027
<i>RSM InterAudit SRL</i> Nr.: 0436.391.122 Lozenberg 22b2, 1932 Sint-Stevens-Woluwe, Belgium Membership nr.: B00091	<i>Auditor</i> 03/09/2020 - 30/06/2023
<i>Represented by:</i>	
<i>Ibrahima Kane</i> - - - , Belgium Membership nr.: A02628	
<i>Karine Morris</i> - - - , Belgium Membership nr.: A01372	

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A-npo 3.1

ANNUAL ACCOUNTS

BALANCE SHEET AFTER APPROPRIATION

	Disc.	Codes	Period	Preceding period
ASSETS				
FORMATION EXPENSES		20
FIXED ASSETS		21/28	165.940,40	172.768,74
Intangible fixed assets	6.1.1	21	2.503,31	4.269,54
Tangible fixed assets	6.1.2	22/27	1.417,26	2.556,98
Land and buildings		22
Plant, machinery and equipment		23	54,74	720,82
Furniture and vehicles		24	1.362,52	1.836,16
Leasing and similar rights		25
Other tangible fixed assets		26
Assets under construction and advance payments		27
Financial fixed assets	6.1.3	28	162.019,83	165.942,22
CURRENT ASSETS		29/58	4.534.025,24	4.822.472,19
Amounts receivable after more than one year		29
Trade debtors		290
Other amounts receivable		291
Stocks and contracts in progress		3
Stocks		30/36
Contracts in progress		37
Amounts receivable within one year		40/41	1.605.522,61	1.599.050,38
Trade debtors		40	94.265,68	487.481,24
Other amounts receivable		41	1.511.256,93	1.111.569,14
Current investments		50/53	141.162,00	119.664,70
Cash at bank and in hand		54/58	2.752.167,48	3.089.582,15
Deferred charges and accrued income		490/1	35.173,15	14.174,96
TOTAL ASSETS		20/58	4.699.965,64	4.995.240,93

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Nr.		0535.539.869		A-npo 3.2	
	Discl.	Codes	Period	Preceding period	
EQUITY AND LIABILITIES					
EQUITY		10/15	283.162,96	996.069,24	
Association or foundation Funds	6.2	10	793.810,37	1.116.958,37	
Revaluation surpluses		12	
Allocated funds	6.3	13	
Accumulated profits (losses)		14	-510.647,41	-120.889,13	
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		17/49	4.416.802,68	3.999.171,69	
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	3.174.367,69	3.043.156,16	
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	358.381,38	538.913,23	
Suppliers		440/4	358.381,38	538.913,23	
Bills of exchange payable		441	
Advances received on contracts in progress		46	13.504,96	
Taxes, remuneration and social security		45	184.684,65	152.464,32	
Taxes		450/3	19.128,12	27.400,79	
Remuneration and social security		454/9	165.556,53	125.063,53	
Miscellaneous amounts payable		48	2.617.796,70	2.351.778,61	
Accruals and deferred income		492/3	1.242.434,99	956.015,53	
TOTAL LIABILITIES		10/49	4.699.965,64	4.995.240,93	

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INCOME STATEMENT

	Discl.	Codes	Period	Preceding period
Operating income and charges				
Gross operating margin		9900	1.549.525,24	2.026.379,42
Non-recurring operating income		76A	829,31	515,38
Turnover*		70		
Contributions, gifts, legacies and grants*		73		
Raw materials, consumables, services and other goods*		60/61		
Remuneration, social security costs and pensions		62	1.737.149,55	2.032.023,63
Depreciation of and other amounts written off formation expenses, intangible and tangible fixed assets		630	5.502,06	10.220,91
Amounts written off stocks, contracts in progress and trade debtors: Appropriations (write-backs)		631/4	-48.607,67	11.651,49
Provisions for liabilities and charges: Appropriations (uses and write-backs)		635/9		
Other operating charges		640/8	179.013,16	152.894,30
Operating charges carried to assets as restructuring costs (-)		649		
Non-recurring operating charges		66A	52.635,53	66.501,55
Operating profit (loss)		9901	-376.167,39	-246.912,46
Financial income	6.4	75/76B	116.771,45	422.436,18
Recurring financial income		75	116.771,45	422.436,18
Non-recurring financial income		76B		
Financial charges	6.4	65/66B	130.362,34	223.994,20
Recurring financial charges		65	130.362,34	223.994,20
Non-recurring financial charges		66B		
Gain (loss) for the period before taxes		9903	-389.758,28	-48.470,48
Transfer from deferred taxes		780		
Transfer to deferred taxes		680		
Income taxes		67/77		
Gain (loss) of the period		9904	-389.758,28	-48.470,48
Transfer from untaxed reserves		789		
Transfer to untaxed reserves		689		
Gain (loss) of the period available for appropriation		9905	-389.758,28	-48.470,48

* Optional information.

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APPROPRIATION ACCOUNT

	Codes	Period	Preceding period
Profit (loss) to be appropriated(+)/(-)	9906	-510.647,41	-120.889,13
Gain (loss) of the period available for appropriation(+)/(-)	(9905)	-389.758,26	-48.470,48
Profit (loss) brought forward(+)/(-)	14P	-120.889,13	-72.418,65
Withdrawals from capital and reserves	791
Appropriations to allocated funds	691
Profit (loss) to be carried forward(+)/(-)	(14)	-510.647,41	-120.889,13

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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	XXXXXXXXXXXXXXXXXX	89.260,77
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	89.260,77	
Depreciations and amounts written down at the end of the period			
8129P	XXXXXXXXXXXXXXXXXX	84.991,23	
Movements during the period			
Recorded	8079	1.766,23	
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	86.757,46	
NET BOOK VALUE AT THE END OF THE PERIOD	(21)	2.503,31	

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	Codes	Period	Preceding period
TANGIBLE FIXED ASSETS			
Acquisition value at the end of the period	8199P	XXXXXXXXXXXXXXXXXX	171.737,67
Movements during the period			
Acquisitions, including produced fixed assets	8169	744,51	
Sales and disposals	8179	
Transfers from one heading to another	8189	
Acquisition value at the end of the period	8199	172.482,18	
Revaluation surpluses at the end of the period	8259P	XXXXXXXXXXXXXXXXXX
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	XXXXXXXXXXXXXXXXXX	169.180,69
Movements during the period			
Recorded	8279	3.735,83	
Written back	8289	
Acquisitions from third parties	8299	
Cancelled owing to sales and disposals	8309	1.851,60	
Transferred from one heading to another	8319	
Depreciations and amounts written down at the end of the period	8329	171.064,92	
NET BOOK VALUE AT THE END OF THE PERIOD	(22/27)	1.417,26	
OF WHICH			
Owned by the association or the foundation in full property	8349	1.417,26	

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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	XXXXXXXXXXXXXXXXXX		165.942,22
Movements during the period				
Acquisitions	8365		
Sales and disposals	8375		3.922,39	
Transfers from one heading to another	8385		
Other movements	8386		
Acquisition value at the end of the period	8395		162.019,83	
Revaluation surpluses at the end of the period	8455P	XXXXXXXXXXXXXXXXXX		
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	XXXXXXXXXXXXXXXXXX		
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	XXXXXXXXXXXXXXXXXX		
Movements during the period	8545		
Uncalled amounts at the end of the period	8555		
NET BOOK VALUE AT THE END OF THE PERIOD	(28)		162.019,83	

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A-npo 6.2

STATEMENT OF ALLOCATED FUNDS AND PROVISIONS

	Codes	Period	Preceding period
FUNDS			
Opening equity		793.810,37	1.116.958,37
Permanent financing			

	Period
Changes during the period	
.....	323.148,00
.....	
.....	

STATEMENT OF ALLOCATED FUNDS

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

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

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A-npo 6.4

RESULTS

	Codes	Period	Preceding period
PERSONNEL			
Employees for whom the enterprise submitted a DIMONA declaration or who are recorded in the general personnel register			
Average number of employees calculated in full-time equivalents	9087	6,8	8,8
INCOME AND CHARGE OF EXCEPTIONAL SIZE OR INCIDENCE			
Non recurring income	76	829,31	515,38
Non-recurring operating income	(76A)	829,31	515,38
Non-recurring financial income	(76B)
Non-recurring expenses	66	52.635,53	66.501,55
Non-recurring operating charges	(66A)	52.635,53	66.501,55
Non-recurring financial charges	(66B)
FINANCIAL RESULTS			
Capitalized Interests	6502

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A-npo 6.6

RELATIONSHIPS WITH AFFILIATED ENTERPRISES, ASSOCIATED ENTERPRISES, DIRECTORS, MANAGERS AND AUDITORS

	Codes	Period
AFFILIATED ENTERPRISES		
Guarantees provided on their behalf	9294
Other significant commitments undertaken in their favour	9295
DIRECTORS, MANAGERS, INDIVIDUALS OR BODIES CORPORATE WHO CONTROL THE ENTERPRISE WITHOUT BEING ASSOCIATED THEREWITH OR OTHER ENTERPRISES CONTROLLED BY THESE PERSONS		
Amounts receivable from these persons	9500
Conditions on amounts receivable, rate, duration, possibly reimbursed amounts, canceled amounts or renounced amounts		
.....		
.....		
Guarantees provided in their favour	9501
Other significant commitments undertaken in their favour	9502

	Period
AUDITORS OR PEOPLE THEY ARE LINKED TO	
.....	17.491,15
.....
.....
.....

	Period
TRANSACTIONS WITH ENTERPRISES LINKED BY PARTICIPATING INTERESTS OUT OF MARKET CONDITIONS	
Limited liability companies mention the transactions made directly or indirectly between the company and its main shareholders and between the company and the members of management, supervisory or administrative bodies	
.....
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A-npo 6.7

SOCIAL BALANCE SHEET

Number of joint industrial committee: 337

EMPLOYEES FOR WHOM THE ENTERPRISE 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	6,1	1,2	6,8 (FTE)	6,8 (FTE)
Number of hours actually worked	101	10.333	1.315	11.648 (T)	13.434 (T)
Personnel costs	102	732.942,60	144.185,43	877.128,03 (T)	1.132.444,43 (T)

	Codes	1. Full-time	2. Part-time	3. Total full-time equivalents
At the closing date of the period				
Number of employees	105	6	1	6,7
By nature of the employment contract				
Contract for an indefinite period	110	6	1	6,7
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	3	1	3,7
primary education	1200			
secondary education	1201			
higher non-university education	1202	1		1,0
university education	1203	2	1	2,7
Women	121	3		3,0
primary education	1210			
secondary education	1211			
higher non-university education	1212	1		1,0
university education	1213	2		2,0
By professional category				
Management staff	130			
Employees	134	6	1	6,7
Workers	132			
Others	133			

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LIST OF PERSONNEL MOVEMENTS DURING THE PERIOD

ENTRIES

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

Codes	1. Full-time	2. Part-time	3. Total full-time equivalents
205	2	0,6
305	1	2	1,6

DEPARTURES

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

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

Net costs for the enterprise

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)

Codes	Men	Codes	Women
5801	5811
5802	5812
5803	5813
58031	58131
58032	58132
58033	58133
Total of initiatives of less formal or informal professional training at the expense of the employer			
5821	5831
5822	5832
5823	5833
Total of initiatives of initial professional training at the expense of the employer			
5841	5851
5842	5852
5843	5853

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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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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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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) including for exchange differences on receivables and payables between the regions and the global office on consolidation. 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

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value.

18. BRANCHES

The financial information of the branches (Africa, Americas, and Asia & Pacific) are integrated into the Belgian accounts of the International Co-operative Alliance.

19. OTHER POINTS

The difference between the personnel expenses included in annex Asbl 3 (code 62 : 1.737.149,55 EUR)and the expenses reported in the annex Social report (code 102 : 877.128,03 EUR) is due to the consolidated numbers of the Regional offices Africa, Americas and Asia & Pacific (860.021,52 EUR)that are not included in the Social report, which only collects the Belgian data of the global office.



APPROVAL OF THE 2023 ACCOUNTS	
ABSTAIN	
AGAINST	
FOR	

9. Discharge of the Statutory Auditor

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.



DISCHARGE OF THE STATUTORY AUDITOR	
ABSTAIN	
AGAINST	
FOR	

10. Discharge of the Directors

See explanation in agenda item 12 explaining “discharge of the board”.



DISCHARGE OF THE DIRECTORS	
ABSTAIN	
AGAINST	
FOR	

11. Work Plan 2024

Preamble

With the new year, I started as the new Director-General of the International Cooperative Alliance (ICA). I took over this role aware of the impressive work of my predecessors and the long history of the ICA and the cooperative movement at large. What started two hundred and fifty-five years ago with a first consumer cooperative as a working-class response to early capitalism, has evolved into the largest global movement of democratically controlled enterprises. Taking up this role is a humbling awareness and at the same time gives me pride and encouragement.

We live in VUCA times: the world is volatile, uncertain, complicated, and ambiguous, with constant, unpredictable change that has become the norm. The transition from a unipolar, Western dominated world to a multipolar world with a tremendous power shift to Asia and beyond, is coming with heavy shock waves in economy, geo-politics, and society at large. Moreover, we are facing the collapse of many ecological systems, spurred by climate change. Next to the Internet and the world wide web, and the global battle to mitigate and adapt to climate change, the cooperative movement is one of the few global forces for good that keep the planet interconnected. This comes with privilege and pride, but also with duty and responsibility. The cooperative movement can only be a true differentiator on the world stage if it manages to unlock the tremendous potential to deliver its values and principles between them, and as impact to the community, including the ecological community, at large.

It is therefore my ambition to use the unique collaboration of the ICA to deliver on our global transformative potential. I hope during my mandate to be able **to bridge continuity with innovation**. Continuity on strong interventions in the field of a social, cultural, political, and legal creation of an enabling policy environment; continuity on further modernizing the cooperative identity; continuity on information, education, and inspiration.

Innovation is needed and well possible via tangible value add for ICA members and members to its members through **market-based solutions**, facilitated through the power of

digital interconnectivity and data. With partners, the ICA must be able to supply its member base with an environment and infrastructure that facilitates cooperation between cooperatives in the sphere of business effectiveness, financial resilience, branding potential and climate-smart business solutions.

Continuity and innovation together will make the ICA future proof, with growth of members, sponsoring, new income streams, recognition on global scale, and above all: concrete and tangible value add to its members.

I'm convinced this pathway is well possible as a concrete deliverable in the Sustainable Development Goals (SDG's) era of the United Nations. We are approaching the last 5 years of the 'Decade of Action' - António Guterres - and 2025 - the UN's International Year of Cooperatives - is the perfect beginning of a brand-new positioning of the ICA.

Jeroen Douglas
Director General

Introduction

The 2024 work plan consists of the following workflows, organized through separate chapters:

1. Towards an operationalized strategy for 2025-2030
2. A '100-day Director General (DG) memo' on the operational structure of the ICA
3. General Assembly and Global Conference (New Delhi, India, 25-30 November 2024)
4. ICA-EU Partnership on International Cooperative Development (FPA2)
5. Ongoing Concerns
6. Budget

1. Towards an operationalized strategy for 2025-2030

Whilst the ICA works within its current [ICA 2020-2030 Strategic Plan](#) approved at the ICA General Assembly held in Kigali, we need to bring more strategic direction on how to deliver more tangible and value-added solutions to the ICA member base. With 5 more SDG years to go, it is a perfect moment to have a mid-term review and define together **a more operationalized 5 years strategy** that can be of inspiration to the movement. This strategy shall include a prelude consisting of a mid-term review of the current 2020-2030 strategy, addressing questions such as 'What benefits has it brought to the ICA so far?' and 'What lessons have we learned that we wish to incorporate into the 2025-2030 strategy?'

Following the motto 'bridging continuity with innovation', it is pivotal to create broad support for a focused set of interventions that can concretely deliver output, outcomes, and short and long-term impact. A clearly defined [theory of change \(ToC\)](#) will be needed to structure the 5-year plan. A ToC is a methodology for strategic direction and long-term goals. Through backwards mapping, a good ToC helps to identify necessary preconditions and interventions towards well defined outputs, outcomes, and impact. A ToC is a great instrument for planning, participation, adaptive management, and evaluation and is broadly used in enterprises, associations, governments, and philanthropy. It will certainly fit the ICA.

Leading principles

A few leading principles underpin a sound strategy development for the ICA as a global membership network:

- *'A loose ICA' is 'a lost ICA'.* Only through **one organization, one strategy, and one brand**, the ICA creates the necessary global esteem and added value to its members. And only then can we stop the downward trend of losing members, income, and relevance.
- *We need to be the bottom-up voice of globalization.* The time that the architecture for the global economy is the domain of the traditional West belongs to the past. The ICA and its members have the unique characteristics to build a bottom-up strategy that **amplifies the voices from the Global South together with the supportive voices of the Global North.**
- *Participation-ownership-accountability.* The best way to ensure a revitalized strategy is via a well-coordinated **process of participation** set between President and Director-General in defining the new strategy. This is to ensure the strategy is truly owned by leaders and executives from all regions of the world, and supported by all sectors; followed by a process of **ownership** through discipline and commitment to stay operating in local and global context within the defined strategic framework; and finally through a fair and measurable system of **accountability**, whereby actors in clearly defined authority lines and with well-defined metric KPIs can be assessed on performance. In this operational cycle on strategy implementation, we guarantee a further professionalization of the ICA.
- *The minimum is the maximum.* The ICA is not a headquarter managed organization, but rather a network with strong regional voices with autonomy, emphasizing the local capacity of the regional offices and their respective continental boards to implement programmes, while making maximum use of local knowledge and expertise for policy development and programme execution. Being interconnected on values, principles and a common strategy and brand recognition, it is a role for the global office to ensure the minimal set of 'non-negotiable' connection points that are needed to be one organization. Connection points will be based on a single organizational Theory of Change, and an agreed set of limited intervention fields of work. *'Let a thousand flowers flourish'* in the region, whilst connected through the preconceived global glue. This list of non-negotiables shall be as minimum as possible. **The minimum is the maximum.**
- *Healthy budget and robust system of operations.* The move to this new strategy can only be implemented in an effective and efficient way when there is clear financial oversight with the aim to not only close the era of loss making, but also to restore the crumbled reserves through growth and strict budgetary discipline and risk control, in line with the agreed upon strategy. The use of a unified and simplified system of operations – for example IT, data management, DotCoop use - adheres to a professional way to programme, monitor, and evaluate to become a versatile learning organization.

Roadmap

An operationalized 2025-2030 strategy to finish the SDG era with, is something that matters to all ICA stakeholders. It is therefore **proposed** that the **Global Board appoints** the **President and the Director-General** to create a **Strategy 2025-2030 Working Group** to ensure the inclusive development of this 2025-2030 ICA global strategy to be tabled for approval during the General Assembly (GA) the last week November 2024. The President and Director-General will form an operational team between the Regional Directors and a selection of Board Members.

The operationalized strategy strives to create a unified ToC with a limited number of concrete intervention areas, linked to measurable KPIs. **The strategy will position itself in the meaningful outside, including the SDGs, the debate on the Social and Solidarity Economy, the World Social Summit, and the UN's 2025 International year of Cooperatives, among others. The strategy strives to bridge continuity with innovation through the creation of market-based solutions next to policy and information.**

The 2025-2030 Global Strategy will seek for a seamless and organic incorporation of the **ICA-EU Partnership activities** to accelerate the broader workstreams belonging to the global 2025-2030 strategy. Other sponsorships and eventual fundraising opportunities will be validated upon its relevance within the new global strategy.

2. A '100-day DG memo' on the operational structure of the ICA

Structure follows strategy: to achieve our action goals, the ICA needs to adjust its operational structure. An exercise whereby we need to 'make the house in order' is necessary. This, on various levels, and here are a few elements of concern that will be detailed as a result of the '100-day DG memo':

- Governance: What is the most adequate governance structure to deliver on the new strategy? Are we willing to make the structure in function of the strategy?
- The distinction between a 'tier 1' (supervision) and a 'tier 2' (execution) in the organization is helpful to make clearer roles for everyone.
- The ICA membership fees and votes: a necessary reform should lead to simplification, and financial stability and predictability of the ICA.
- The creation of a global management team (GMT). To empower the Director-General and the Regional Directors, it is a *condition sine qua non* to the Board to give full backing to this new team. The GMT will be the power team to ensure day-to-day management of the ICA within the agreed upon strategy and operational structure. This GMT will be fully responsible for the financial discipline, budgeting, sponsorship building and fundraise/donor engagement.

The 100-day memo will be presented to the General Assembly verbally.

3. General Assembly and Global Conference (New Delhi, India, 25-30 November 2024)

The ICA Global Conference and General Assembly, to be held in New Delhi, India, this November, upon the invitation of IFFCO and the wider Indian cooperative movement, will feature an array of events and activities. Learn more [here](#).

The ICA General Assembly on 29 November will deal with substantive matters including approval of a new membership fee and voting rights, cooperative identity, ICA's Strategic Plan 2025-2030, among others.

- *IYC*

In December 2023, the United Nations General Assembly, through its [resolution on cooperatives in social development](#), called for the proclamation of 2025 as the International Year of Cooperatives. The official launch of IYC has been proposed to happen during the Global Conference, whereby the UN Secretary General has been invited to launch it. Currently, the ICA is collaborating with UNDESA and the Permanent Mission of Mongolia to the UN as Mongolia is the sponsor of this resolution, to set a roadmap for the launch of IYC, outline some of key areas of focus that would be impactful with measurable results for cooperatives and actionable steps to be taken by stakeholders involved. A steering group that will govern the whole process will be formed soon and the ICA will play a significant role in it.

- *Consultations on the Cooperative Identity*

The ICA General Assembly and Global Conference will be an important milestone in the ongoing consultations on the Cooperative Identity, led by the Cooperative Identity Advisory Group (CIAG) established by the ICA Board. It is proposed that the Global Conference will include a joint session of the ICA bodies (Regions, Sectors, Committees and Working Groups) to reflect on those aspects and parts of the Cooperative Identity Statement that are considered most relevant / important to the ICA bodies, in the preparation of the recommendation that the CIAG is expected to deliver to the ICA Board. Correspondingly, the CIAG through the ICA Board Identity Committee will apprise the ICA General Assembly of the progress and if warranted, any specific plans and actions the ICA Board considered appropriate to deepen the Cooperative Identity including but not limited to updating the ICA Guidance Notes on the Cooperative Principles.

4. ICA-EU Partnership on International Cooperative Development (FPA2)

The ICA-EU Partnership will start 1 April 2024 for a duration of 4 ½ years. This partnership will support the strengthening of the ICA and its network, to maximize its efficiency and effectiveness as a global representative organization and promoter of international cooperative development policies and activities across the globe.

The proposed actions in the partnership underline that reinforcing the capacities of the ICA and its members is key. As such, cooperation among cooperatives is one of the best ways to increase impact, improve the cooperative identity, promote cooperative entrepreneurship and decent work, conduct more efficient advocacy work, and come up with a unique and distinctive way to respond to the SDGs. Therefore, the actions will increase coordination, mobilize member expertise, and implement activities in the fields of capacity building,

knowledge sharing, research and advocacy, partnerships, as well as visibility at national, regional, and global level. During the first year of the ICA-EU Partnership, the structure, working processes, monitoring, and evaluation tools, as well as first activities will be rolled out.

5. Ongoing Concerns

The ICA Global office is involved in continuous workstreams on Board meetings, Global Management Team meetings, Policy and legislation issues, ICETT, continuous research, development, gender & youth, membership & communications. The highest priorities of this year are the strategy 2025-2030, Global Conference, IYC, and start of FPA2.

6. Budget

The budget is provided in agenda item 12 below.

12. Budget 2024

COMBINED BUDGET 2024 in EUR (euros)

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

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

NET INCOME	1,876	203	2,286	2,396	6,761
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APPROVAL OF THE 2024 BUDGET	
ABSTAIN	
AGAINST	
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13. A look ahead to changes to voting rights and membership fees

Background

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

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

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

Working Group on Membership Subscriptions and Voting Rights

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

Membership Eligibility

The results of the latter deliberations were reflected in the membership provisions of the ICA's new Articles of Association, adopted at the June 2023 General Assembly in Brussels.

Under the new Articles, cooperatives of every type and size may join the ICA as voting members, as may organisations that, due to regulatory barriers or the lack of a cooperative

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

statute in their country, are not incorporated as cooperatives but self-identify and operate as such. Voting membership is also open to mutual organisations and sectoral or multi-sectoral federations of cooperatives at all levels. All voting members must meet four criteria on a continuing basis. They must

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

Associate membership is open to

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

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

Progress Since June 2023

The following pages set out the principal problems encountered with the method of setting membership fees and allocating voting rights adopted by the General Assembly in 2008 and modified in 2015 and propose the basis of a new approach to each.

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

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

Problems with the Current Approach to Setting Membership Fees

The Current Method

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

Base Fee x Representation Factor x Economic Factor

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

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

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

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

A member's fee rises faster over time if

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

Conversely, its fee grows more slowly if

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

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

Drawbacks

The formula has a number of drawbacks:

- Membership fees are volatile and difficult for members to predict. This volatility has four sources. The changing value of the member's currency against the euro (1) and ICA membership changes in the member's country (2) can cause volatility every year. Inducing large changes every four years are changes in the relative size of the cooperative movement the member represents (3) and changes in the relative strength of the national economy in which it operates (4).
- The formula is complex to understand and administer.
- The country cap on fees acts as a disincentive to recruiting new members in countries subject to the cap.
- When an organisation withdraws from membership, the membership fee it paid is transferred to other members in the same country, a practice that is ill-understood and deeply unpopular.

- The current minimum fees are too high for small cooperatives.
- Most important, the current formula does not apportion the cost of operating the ICA fairly across the membership:
 - There is no necessary correlation between a member's capacity to pay, as measured by its economic activity, and the relative wealth of the country it is situated in. The Economic Factor reduces the membership fee of some members unnecessarily.
 - For representative bodies (e.g., national apex bodies) without commercial activities, there is no correlation between their revenues and how many cooperators they represent. Many such organisations are underfunded themselves. Basing their fees to the ICA on memberships represented produces fees that make up a very material portion of what is often a very small budget. The expectation when the system was adopted that apex bodies would act as fee collectors for the ICA has not proven practicable.

Problems with the Current Approach to Allocating Voting Rights

The Current Method

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

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

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

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

Drawbacks

- The formula lacks transparency and, where the country cap applies, is complex to administer.
- In countries subject to the cap, when a new member joins, the existing members in that country lose votes. This acts as a disincentive to encouraging and supporting the admission of new members in that country.
- The formula may be perceived as undemocratic: the country cap and the current tiers² work together to allocate votes in a manner that does not fully reflect the distribution of either ICA members or memberships represented across the globe.

A New Approach to Setting Membership Fees and Voting Rights

The Board is currently examining new approaches to setting membership fees and allocating voting rights that reflect the principles set out below.

Membership Fees

1. The method of setting membership fees should be transparent, simple to understand and reasonably easy to administer.
2. Broadly speaking, belonging to the ICA should be affordable to cooperatives large and small, in all parts of the world, and in all economic sectors in which cooperatives are to be found.
3. The financial burden of supporting the ICA must be fairly shared among its members, with the strongest shoulders carrying the greatest load.
4. Membership fees should be based on capacity to pay, as determined through a financial measure.
5. Changes in the member's fee should be tied to the growth or decline of its own business and not to its size relative to that of the average ICA member.
6. The method of setting fees must not erect barriers to membership growth; the ICA's income must be allowed to rise as our membership grows.
7. Cooperatives who wish to participate in the ICA's sectoral organisations must not have a financial incentive to seek indirect rather than direct membership in the ICA.

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

8. Membership fees should be reasonably predictable for the member from year to year.
9. Revenue from membership fees must rise regularly to offset the effect of inflation on the cost of operating the ICA.
10. When a member in a given country leaves the ICA, the fees charged to the remaining members in that country should not rise as a result.
11. To ensure that the ICA stays focused on its core purpose and remains accountable to its members, membership fees should continue to constitute the ICA's single most important source of revenue, even as other sources of revenue are pursued.

Voting Rights

1. The method of allocating voting rights must not serve as a disincentive or obstacle to recruiting new members or retaining existing members.
2. Every full member must have a voice in the ICA.
3. Democratic control should be based on member / end user representation: members that represent, directly or indirectly, large cooperative movements should have more votes than members from smaller movements.
4. The system of allocating votes should be easy to understand and explain. The objectives behind it should be fully transparent.
5. The system should be straightforward to administer.

Timeline

Detailed proposals for a new approach to setting membership fees and allocating voting rights will be shared with the members shortly. Multiple webinars will be held to explain the proposals and invite feedback. The ICA Board will seek member approval of the final proposals at the November 2024 General Assembly in New Delhi.

14. Next ICA General Assembly in November 2024

The next ICA General Assembly will be held on 29 November 2024 in New Delhi, India, during the week of the Global Conference and opening of the International Year of Cooperatives from 25 to 30 November. More information is available on the dedicated website for the conference here: <https://icanewdelhi2024.coop/welcome>.

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

- 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://ica.coop/en/events/ica-general-assembly-2024-online>. ---



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