



International
Cooperative
Alliance

Principal Documents – Part I

Extraordinary General Assembly

2 July 2025

Manchester, United Kingdom

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General Information

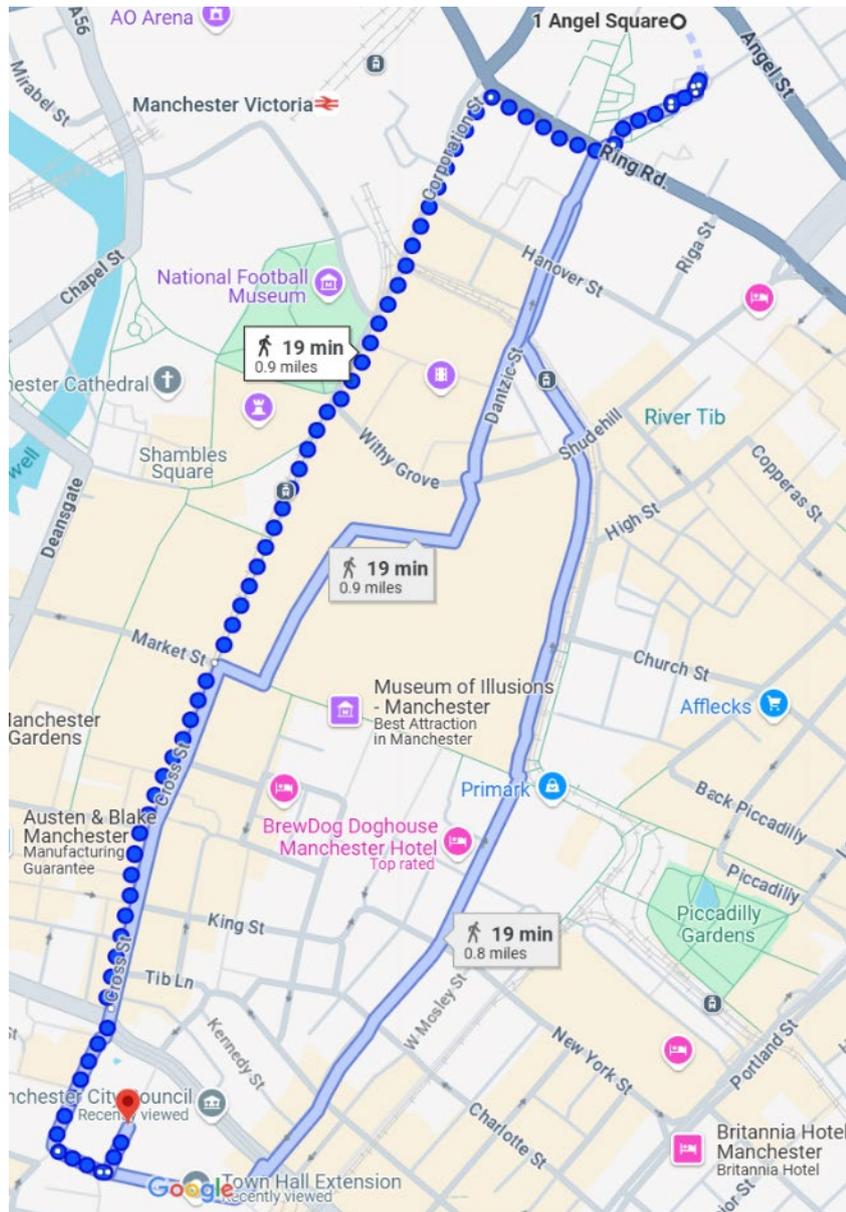
The International Cooperative Alliance (ICA) will hold a General Assembly on 2 July 2025 at 13:30 local time at Manchester City Council Chamber, Town Hall Extension, Manchester, M2

5DB, United Kingdom. The General Assembly is expected to begin at 13:30 and end at 17:00.

The General Assembly will be preceded by lunch at the same venue and then an evening reception at a different venue (the Co-op Group HQ, 1 Angel Square, Manchester, M60 0AG) for those who have registered for the Festival of Cooperatives.

The General Assembly is part of a larger Festival of Cooperatives taking place that week. Registration for the Festival of Cooperatives is separate from the General Assembly.

The two main locations for ICA events are the Manchester City Council Chamber and 1 Angel Square, which are a 19-minute walk apart. There will be volunteers available to assist delegates to get from one location to the other.



Important Links:

Festival of Cooperatives including week at a glance and logistical information:

<https://ica.coop/en/events/festival-cooperatives-manchester-and-rochdale>

Registration: <https://ica.idloom.events/festival-of-cooperatives/register>

Delegate Experience (tours, talks and activities): <https://ica.coop/en/ICA-Delegate-Experience>

Side events of ICA and its' thematic, regional and sectoral bodies:
<https://ica.coop/en/events>

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.
- Observers from ICA Member organisations and Associate Members who will sit in a designated area. There are a limited number of spaces available for observers and thus we may not be able to accommodate more than 1 observer per delegation.

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

Interpretation

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

Proxies

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

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

Reference Documents

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

- ICA Articles of Association & Internal Rules of the General Assembly:
<https://ica.coop/en/about-us/our-structure/alliance-rules-and-laws>

- Procedures for this General Assembly: <https://ica.coop/en/events/ica-general-assembly-2025>

Deadlines & Activities

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

Date	Time (CET)	Deadline or Activity
25 June	Midnight	Deadline to submit: <ul style="list-style-type: none"> • Amendments to motions • Registration of observers, Associates, and other attendees • Form to Appoint Representative(s), Voter, and Proxy
1 July	15:00-19:00	Pick up voting materials At the check-in counter at the Co-operative Group HQ, 1 Angel Square, Manchester M60 0AG, United Kingdom.
2 July	8:00-11:00	Pick up voting materials At the check-in counter at the Co-operative Group HQ, 1 Angel Square, Manchester M60 0AG, United Kingdom.
2 July	11:30-13:30	Networking lunch At Manchester City Council Chamber, Town Hall Extension, Manchester, M2 5DB, United Kingdom.
	13:30-17:00	ICA Extraordinary General Assembly At Manchester City Council Chamber, Town Hall Extension, Manchester, M2 5DB, United Kingdom.
	17:00-17:15	New member appreciation At Manchester City Council Chamber, Town Hall Extension, Manchester, M2 5DB, United Kingdom.
	18:00-20:00	Evening Reception At Manchester City Council Chamber, Town Hall Extension, Manchester, M2 5DB, United Kingdom.

Onsite Logistics & Voting

Collecting Voting Materials

Voting materials will be distributed as per the activities table above. When collecting the voting materials, the voting delegate shall:

- Present a legal form of identification.

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

Members will not be able to pick up their materials after voting has begun. If you are unable to pick up your badge and voting materials by 11:00 on 2 July at the Co-operative Group HQ, collect your badge first and then head to the location of the General Assembly to collect your voting materials. If neither are possible for exceptional reasons, security may be able to accommodate those who arrive late at the General Assembly as long as you have pre-registered.

Seating

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

All Associates and observers who wish to attend the ICA General Assembly will sit in a designated area. Given the built-in seating arrangement and restrictions on number of seats, it will not be possible for observers to sit with any voters and representatives in their delegation.

Voting

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

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

Amendments to Motions

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

Order of Debate

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

List of Member Votes

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

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

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

Country	Organisation	Calculated votes	Country maximum
AFRICA			
Botswana	Botswana Co-operative Association (BOCA)	3	3
Cameroon	Alliance Coopératives Cameroun (COOP-CAMEROON)	2	8
	North West Cooperative Association Ltd (NWCA LTD)	2	
	Union des Mutuelles Financieres de Developpement (MUFID UNION)	4	
Congo, The Democratic Republic of the	Coopérative Centrale d'épargne et de crédit du Kivu (COOCEC-KIVU)	2	2
	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	Amigos Savings & Credit Cooperative (Amigos SACCO)	2	16
	Awach Savings and Credit Cooperative (ASCCo)	2	
	Cooperative Bank of Oromia	8	
	Oromia Coffee Farmers Co-operative Union (OCFCU) Ltd.	4	
Ghana	Ghana Co-operative Agricultural Producers and Marketing Association (AGRICOOPS GHANA)	6	10
	Ghana Co-operative Council (GCC)	4	
Guinea	Fédération des Coopératives d'Approvisionnement et d'Alimentation Générale (FECAAG)	2	2

Country	Organisation	Calculated votes	Country maximum
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	11
	Uganda Health Partners Cooperative Limited (UPHC)	1	
Zimbabwe	Zimbabwe National Association Of Housing Co-operatives (ZINAHCO)	2	2
Botswana	Botswana Co-operative Association (BOCA)	3	3
AMERICAS			
Argentina	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.)	2	25
	Asociación de Cooperativas Argentinas Limitada (ACA C.L.)	2	
	Banco Credicoop Cooperativo Ltd. (BCCL)	6	
	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)	9	
	Cooperativa de Trabajos Portuarios Limitada de San Martin (Coop Portuaria)	1	
	Federación Argentina de Cooperativas de Consumo (FACC)	5	

Country	Organisation	Calculated votes	Country maximum
	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 Mutuels Canada / Coopératives et mutuelles Canada (CMC)	12	12
Chile	Cooperativa abierta de vivienda Limitada (CONAVICOOP)	2	11
	Cooperativa de Ahorro y Crédito (COOPEUCH)	5	
	Cooperativa de Servicios Sermecoop Ltda.	4	
Colombia	Asociación Colombiana de Cooperativas (ASCOOP)	9	25
	Asociación Nacional de Fondos de Empleados (ANALFE)	5	
	Caja Cooperativa CREDICOOP (CREDICOOP)	2	
	Casa Nacional del Profesor (CANAPRO)	2	
	Confederación de Cooperativas de Colombia (CONFECOOP)	8	
	Cooperativa del Magisterio (CODEMA)	2	
	Cooperativa Empresarial Multiactiva Popular (COEMPOPULAR)	2	
	Cooperativa Médica Del Valle Y De Profesionales De Colombia (COOMEVA)	4	
	Equidad Seguros Generales	7	

Country	Organisation	Calculated votes	Country maximum
	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	
	Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN)	4	
Dominican Republic	Cooperativa de Servicios Múltiples de Profesionales de Enfermería Inc. (COOPROENF)	2	11
	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 Crédito ELGA, Ltda.	2	
	Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda.	4	
	Federación de Cooperativas de Ahorro y Crédito de Honduras, Ltda. (FACACH)	5	
Jamaica	Jamaica Co-operative Credit Union League (JCCUL)	5	7
	TIP Friendly Society	2	
Mexico	Caja Popular Mexicana SC de AP de RL de CV (CPM)	8	21

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Country	Organisation	Calculated votes	Country maximum
	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	
	Sociedad Cooperativa de Producción y Prestación de Servicios Cuauhtémoc, SCL	1	
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 Multiactiva de Ahorro, Crédito, Consumo, Producción y Servicios "8 de Marzo Limitada"	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	
Peru	Cooperativa de Ahorro y Credito del Centro (COOPAC CENTROCOOP)	2	5
	Cooperativa de Servicios Múltiples el Tumi (Cooperativa el Tumi)	3	
Puerto Rico	Banco Cooperativo de Puerto Rico (Bancoop)	2	15
	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía"	2	
	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)	3	
	Cooperativa de Ahorro y Crédito Vega Alta (VEGACOOOP)	2	
	Cooperativa de Seguros Múltiples de Puerto Rico	4	
	Liga de Cooperativas de Puerto Rico (LIGACOOOP)	2	
United States	CoBank, ACB	3	25

Country	Organisation	Calculated votes	Country maximum
	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 (OCDC)	1	
Uruguay	Cámara Uruguaya de Cooperativas de Ahorro y Crédito and Capitalización (CUCACC)	5	14
	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)	4	
	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR)	3	
	Federación de Cooperativas de Vivienda de Usuarios por Ahorro Previo (FECOVI)	2	
ASIA-PACIFIC			
Australia	Business Council of Co-operatives and Mutuals (BCCM)	11	15
	Capricorn Society Ltd.	2	
	Co-operative Bulk Handling Limited (CBH Group)	2	
Bangladesh	Bangladesh Samabaya Bank Limited (BSBL)	2	14
	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)	12	
Cambodia	Cambodia Agricultural Cooperative Alliance (CAC Alliance)	4	4
China	All China Federation of Supply and Marketing Co-operatives (ACFSMC)	11	25
	Fujian Federation of Supply and Marketing Cooperatives (FUJIAN COOP)	5	
	Guangdong Federation of Supply and Marketing Cooperatives	5	
	Jiangsu Supply & Marketing General Cooperative	5	
India	Bharatiya Beej Sahakari Samiti limited (BBSSL)	2	25
	Buldana Urban Co-operative Credit Society Ltd. (BUCCS)	4	

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Country	Organisation	Calculated votes	Country maximum
	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	
	Kollam District Co-operative Hospital Society Ltd. No. Q 952	2	
	Krishak Bharati Co-operative Ltd. (KRIBHCO)	9	
	Malankara Credit Society Limited (MMSCCS)	3	
	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	

Country	Organisation	Calculated votes	Country maximum
Japan	Central Union of Agricultural Co-operatives (JA-ZENCHU)	9	25
	IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives)	9	
	Japan CO-OP Insurance (Kyosai) Consumers' Co-operative Federation	10	
	Japan Co-operative Alliance (JCA)	1	
	Japan Workers' Co-operative Union (Jigyodan) (JWCU)	2	
	Japanese Consumers' Co-operative Union (JCCU)	11	
	Japanese Health and Welfare Co-operative Federation (HeW CO-OP Japan)	8	
	National Association of Labour Banks (NALB)	11	
	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	

Country	Organisation	Calculated votes	Country maximum
	National Forestry Co-operatives Federation (NFCF)	4	
Kyrgyzstan	Co-operatives Union of Kyrgyzstan (CUK)	1	1
Malaysia	Malaysian National Cooperative Movement (ANGKASA)	10	13
	National Land Finance Co-operative Society Ltd. (NLFCS)	3	
Mongolia	Mongolian National Co-operative Alliance (MNCA)	3	5
	National Association of Mongolian Agricultural Co-operatives (NAMAC)	2	
Nepal	National Co-operative Bank Ltd. (NCBL)	8	25
	National Co-operative Federation of Nepal (NCF)	8	
	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	6
	General Cooperative Union (GUCCOOP.PAL)	2	
	Palestinian Agriculture Cooperative Union (PACU)	2	
	Union of Housing Cooperatives in Palestine (PUHC)	1	
Philippines	1 Cooperative Insurance System of the Philippines Life and General Insurance (1CISP)	5	25
	ACDI Multipurpose Cooperative	4	
	Aurora Integrated Multipurpose Cooperative (AIMCooP)	6	
	Climbs Life and General Insurance Cooperatives (CLIMBS)	9	
	Federation of Peoples' Sustainable Development Cooperative (FPSDC)	6	
	MASS-SPECC Cooperative Development Center	5	
	MSU – IIT National Multi-Purpose Cooperative (MSU-IIT NMPC)	2	
	National Confederation Of Co-operatives (NATCCO)	8	
	Network Consolidated Cooperative Bank (NCCB)	5	

Country	Organisation	Calculated votes	Country maximum
	One Cooperative Bank (One CB)	2	
	Philippine Family Farmers Agriculture Fishery Forestry Cooperatives Federation (AgriCOOPh)	5	
	Providers Multipurpose Cooperative	2	
	Union of Legitimate Service Contracting Cooperatives (ULSCC)	4	
	Victo National Co-operative Federation And Development Center (VICTO National)	6	
Singapore	Singapore National Co-operative Federation Ltd. (SNCF)	6	6
Sri Lanka	Matara District Cooperative Hospital Society Ltd.	2	19
	National Cooperative Council of Sri Lanka (NCCSL)	10	
	SANASA Federation Ltd in Sri Lanka	7	
Thailand	The Co-operative League of Thailand (CLT)	11	11
Viet Nam	SAIGON CO.OP	1	11
	Vietnam Co-operative Alliance (VCA)	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

Country	Organisation	Calculated votes	Country maximum
	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
Hungary	National Council of Cooperatives (OSZT)	5	5
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
	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
Netherlands	Nationale Coöperatieve Raad (NCR) □ Dutch Council for Cooperatives	6	13
	Rabobank	7	
Norway	Coop Norge SA	7	15
	Norwegian Agricultural Co-operatives	2	
	The Co-operative Housing Federation of Norway (NBBL)	6	
Poland	National Association Of Co-operative Savings And Credit Unions (NACSCU)	6	20
	National Auditing Union of Cooperatives (NAUC)	2	
	National Cooperative Council - NCC	10	
	National Supervision Union Of Społem Consumer Co-operatives	2	
Portugal	Confecoop - Confederação Cooperativa Portuguesa, CCRL	5	6
	Cooperativa António Sérgio para a Economia Social - Cooperativa de Interesse Público de Responsabilidade Limitada (CASES)	1	

Country	Organisation	Calculated votes	Country maximum
Romania	National Union of Consumer Co-operatives (CENTROCOOP)	2	4
	Romanian National Union of Handicraft and Production Cooperatives Association - UCECOM	2	
Russian Federation	Central Union of Consumer Societies of the Russian Federation (Centrosoyuz of the Russian Federation)	6	8
	Moscow Regional Union of Consumer Societies	2	
Serbia	General cooperative alliance for agriculture and rural development - Belgrade	1	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	
	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	2
Turkiye	Central Union Of The Agricultural Credit Cooperatives Of Turkey (ACC)	5	14
	National Cooperative Union of Turkiye (TURKIYEKOOP)	5	
	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			

Country	Organisation	Calculated votes	Country maximum
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 (Arab Rep. of)	The General Authority for Construction and Housing Cooperatives (CHC)
Ghana	Cooperation Africa
Kenya	The Co-operative University of Kenya (CUK)
Liberia	Cooperative Development Agency (CDA)
Morocco	Office du Développement de la Coopération (ODCo)
Namibia	Namibia Co-operatives Advisory Board (NCAB)
Nigeria	Federal Department of Co-operatives, Federal Ministry of Agriculture & Rural Development (FDC)
Tanzania, United Republic of	Moshi Co-operative University (MoCU)
AMERICAS	
Colombia	Universidad Cooperativa de Colombia (UCC)
Costa Rica	Instituto Nacional de Fomento Cooperativo (INFOCOOP)
Curaçao	Ministry of Economic Development (MEO)
Panama	Instituto Panameño Autónomo Cooperativo (IPACOOOP)
United States	National Society Of Accountants For Co-operatives (NSAC)
Uruguay	Instituto Nacional del Cooperativismo (INACOOOP)
ASIA-PACIFIC	
Bhutan	Department of Agricultural Marketing and Cooperatives (DAMC)
China	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC)
Fiji	Department of Co-operative Business (DCB)
India	Centre for Cooperatives and Livelihoods □ Autonomous (CCL) at Lal Bahadur Shastri National Academy of Administration (LBSNAA)
	ESAF Swasraya Multi State Agro Cooperative Society Limited (ESMACO)
	National Co-operative Development Corporation (NCDC)

Country	Organisation
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)
Papua New Guinea	Office of Co-operative Societies of Papua New Guinea (OCS PNG)
Philippines	Co-operative Development Authority (CDA)
Saudi Arabia	Ministry of Human Resources and Social Development
Sri Lanka	Department of Co-operative Development (DCD)
	National Institute Of Co-operative Development (NICD)
United Arab Emirates	Emirates Community Empowerment (ECE)
Vanuatu	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS)
EUROPE	
Germany	CoopGo Genossenschaftsverband e.V.
	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. Bureau

According to the ICA Articles of Association, Article 15.8:

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

APPROVAL OF THE COMPOSITION OF THE BUREAU



CHAIRPERSON	Ariel Guarco
SECRETARY	Chloé Grimoin

3. Agenda

	Agenda Item	Presenter
13:30	1. Opening of the Extraordinary General Assembly	Ariel Guarco, ICA President
	2. Appointment of the bureau	
	3. Approval of the Agenda	
	4. Approval of the minutes from the ICA General Assembly on 29 November 2024	
	5. ICA Board: Confirmation of the mandate of the At-large Directors appointed by the ICA Board by co-optation and announcement of new Directors	
	6. President's Report	
	7. Director General's Report including Activity Report 2024, Report on the Work Plan 2025 and International Year of Cooperatives	Jeroen Douglas, Director General
	8. Approval of the annual accounts for the financial year closing on 31 December 2024	Shaun Tarbuck, Chair of the Audit and Risk Committee, and Karine Morris from RSM InterAudit
	9. Discharge of the statutory auditor	Ariel Guarco
	10. Discharge of the directors for the performance of their duties for financial year closed on 31 December 2024	
	11. Discharge of the directors for not having organised the Ordinary General Assembly within the six months following the closing of the previous financial year	
15:00	Coffee Break	

15:30	12. Approval of the budget for the financial year closing on 31 December 2025	Shaun Tarbuck, Chair of the Audit and Risk Committee of the ICA Board of Directors
	13. Approval and adoption of a new coordinated text of the Articles of Association	Alexandra Wilson, Chair of the Governance Committee of the ICA Board of Directors
	14. Entry into force of the new coordinated text of the Articles of Association	Ariel Guarco
	15. Delegation of powers of the performance of the administrative and publication formalities	
	16. Approval of amendments to the Internal Rules of the General Assembly	Alexandra Wilson
	17. Approval of the Strategic Plan 2026-2030	Jeroen Douglas
	18. Next ICA General Assembly in 2026	Ariel Guarco, ICA President
17:00	CLOSING	



APPROVAL OF THE AGENDA	
YES	
NO	
ABSTAIN	

4. Draft minutes

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

DRAFT MINUTES OF THE GENERAL ASSEMBLY NEW DELHI, INDIA 29 NOVEMBER 2024

OPENING OF THE MEETING AND VERIFICATION OF THE QUORUM

The General Assembly opened at 09.30 hours chaired by Ariel GUARCO, President of the International Co-operative Alliance. The President extended a warm welcome to all cooperative members and colleagues attending the General Assembly of the ICA. Expressing delight at the opportunity to meet in person once again, the President reflected on the enriching conference that had just concluded. The conference addressed numerous crucial topics in preparation for the International Year of Cooperatives and the ambitious agenda ahead at both regional and global levels.

The President introduced the distinguished members at the head table, including Dr. Chandrapal SINGH YADAV, President of the Asia-Pacific Region; Professor Petar STEFANOV, President of Cooperatives Europe; José ALVES DE SOUZA NETO, President of the Americas Region; Director General Jeroen DOUGLAS; and Alexandra WILSON, Board Member and Chair of the “Working Group on Membership Fees and Voting Rights” and of the “Cooperative Identity Advisory Group” (CIAG) whose work would be presented during this General Assembly. Ariel GUARCO further noted the anticipated presence of the President of the Africa Region, High Chief Oriyomi AYEOLA, who faced mobility challenges the previous day but was expected to join the meeting later to share his insights.

The President provided an overview of participation in the Assembly, noting the registration of 173 Members from 48 countries. Among these, there were 117 voting Members representing a total of 665 votes and 120 Representatives with speaking rights but no voting rights. The President also warmly welcomed the Associate Members.

Before proceeding with the next agenda item, the President gave the floor to Dr. Chandrapal SINGH YADAV, President of ICA-Asia Pacific, to deliver a welcome address.

Dr. Chandrapal SINGH YADAV warmly addressed the gathering, expressing pride in welcoming all ICA members and delegates to the vibrant capital of India, New Delhi, for the past four days of fruitful discussions and collaboration. He extended heartfelt congratulations to all participants for the success of the cooperative conference and associated meetings. Highlighting the importance of the occasion, Dr. Chandrapal SINGH YADAV noted that this was the first ICA General Assembly hosted in India, marking a historic milestone for the ICA. He emphasized the honour of having the Honourable Prime Minister of India, Shri Narendra MODI, attend the event. The Prime Minister’s insightful speech recognized the vital role of cooperatives in promoting social and economic sustainability, benefiting both the people and the nation. Further enhancing the event’s significance, the Honourable Union Minister of Cooperation, Shri Amit SHAH, and the Deputy Minister of Cooperation, Shri Murlidhar MOHOL, also participated. Their presence underscored the essential role of cooperatives and demonstrated the strong commitment of India’s leadership to advancing the cooperative movement. He acknowledged the significant participation of Shri Ashish BHUTANI, Secretary of Cooperation, along with other government officials who contributed meaningfully to the deliberations during the conference. He reflected on the remarkable week, noting two historic milestones: the ICA Global Cooperative Conference and the launch of the International Year of Cooperatives (IYC) 2025. Dr. Chandrapal SINGH YADAV highlighted India’s history of hosting notable cooperative events, including two ICA Asia Pacific Regional Assemblies in New Delhi in 1995 and 2016, as well as Cooperative Minister Conferences and various training programs. However, this marked the first time India hosted the ICA Global Cooperative Conference and General Assembly, an opportunity that allowed the region to showcase the substantial contributions cooperatives are making toward building a more inclusive, sustainable, and prosperous world. The launch of IYC 2025 was described as a call to action for all to amplify their efforts and further strengthen cooperative institutions globally. Dr. Chandrapal SINGH YADAV extended his gratitude to ICA members, ICA President Ariel GUARCO, the Presidents of ICA Africa,

America, and Europe, ICA Global Board members, Director General Jeroen DOUGLAS, Regional Directors and their staff, cooperative members, delegates, speakers, and experts from international agencies worldwide for their invaluable contributions to the success of this momentous event. Dr. Chandrapal SINGH YADAV concluded his address by extending his heartfelt thanks to the members of the Indian Cooperative Movement, particularly IFFCO, KRIBHCO, NCUI and Amul, for their hard work and dedication in organizing the event. He noted that the General Assembly marked the final event of an eventful week and expressed his anticipation for productive discussions and active participation. Dr. Chandrapal SINGH YADAV closed by wishing all participants a safe journey back home.

Then, Dr. Dileep SANGHANI extended honours to the President and Director General of the ICA. In a ceremonial gesture, he adorned the dignitaries with traditional shawls and the distinctive headgear known as *pagdi*. Furthermore, Dr. Dileep SANGHANI expressed his intention to honour all Vice Presidents seated on the desk, with traditional stoles

APPOINTMENT OF THE BUREAU

The President thanked Dr. Dileep SANGHANI for his recognition of the head table and his support with the event. The Assembly then moved to the second agenda item: the appointment of the bureau. In accordance with Article 15.8 of the ICA Articles of Association, it was noted that "*the President of the Assembly shall appoint a Secretary, who need not necessarily be a member.*"

The President proposed Chloé GRIMOIN to serve as Secretary for the Assembly. Together with the President in their capacity as Chair, this appointment would complete the bureau for the session.

The proposal was submitted for consideration and approval by the Assembly.

The composition of the Bureau for the 2024 General Assembly was approved unanimously.

APPROVAL OF THE AGENDA

The President addressed the Assembly to outline the participation protocol for members wishing to express their opinions or ask questions during the session. Members were reminded that interventions must be directly related to the agenda item under discussion. At his point, Ariel GUARCO requested that anyone wishing to take the floor should go to the microphones, speak clearly stating their name, country and organization to facilitate the work of the interpreters and should not take up more than two minutes as time is tight.

The President directed attention to the screen, where the 13 points comprising the agenda were displayed. It was noted that the agenda had been distributed 14 days in advance, in compliance with the ICA Articles of Association.

The President confirmed that no last-minute motions had been received.

Iván OTERO MATOS, representing the Cooperative Group Seguros Múltiples and representing Puerto Rico, addressed the Assembly regarding procedural concerns related to the ICA General Assembly held on November 29, 2024. He referred specifically to the voting requirements established by the procedural rules approved in October 2024 and the ICA Articles of Association adopted in June 2023. Iván OTERO MATOS highlighted an issue concerning the voting process, stating that, despite being a full member, his cooperative was not permitted to vote. This was due to the non-submission of a required document, which, according to his evaluation, had been interpreted in an erroneous and overly restrictive manner. He explained that the procedure mandated countries

with more than one eligible Full Member to form a constituency to designate their voters. He emphasized the word "must" (deben) in the procedural text, arguing that it implied an option rather than an obligation. He contrasted this with the phrase "have to" (tienen que), which explicitly conveyed a mandatory requirement. This interpretation, he argued, unfairly denied voting rights to his organization, as it does not impose an explicit obligation to fulfil the requirement.

He highlighted that the procedure in question did not explicitly reference Article 15.2 of the ICA Articles of Association and did not require unanimity among full members in a country for the constituency document to be valid. He argued that the ICA's interpretation, which invalidated the document without full consensus, effectively denied voting rights to compliant members. He referred to Article 6.6 of the ICA Articles of Association, which guaranteed full members the rights of membership, including voting, and argued that this right was being violated under the current practices. He referenced Article 12.2 of the ICA Articles of Association, which required members to adhere to the *Statement on the Cooperative Identity*, emphasizing its alignment with values of democracy, equality, equity, and democratic governance. He argued that Article 15.2, as interpreted, violated these values by granting veto power to a single cooperative within a country that refused to sign the constituency document. This situation, he claimed, unjustly denied voting rights to compliant members. Iván OTERO MATOS called on the Assembly to mandate the ICA Board to address and amend this issue in the Statutes at the upcoming Manchester Assembly.

The President thanked him for his intervention and assured that his remarks were duly noted and would be included in the minutes. Observing no further requests to speak, the President proceeded to submit the agenda of the days' Assembly for consideration.

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

The agenda was unanimously approved.

APPROVAL OF THE DRAFT MINUTES OF THE GENERAL ASSEMBLY OF 20 JUNE 2024

The President moved to the following point on the agenda, the approval the draft minutes of the General Assembly of 20 June 2024. He reminded the Assembly that paper copies of the draft minutes were distributed before the Assembly and that the Director General had not received any requests for amendments by 25 November 2024. Therefore, the approval of the draft Minutes of the General Assembly of 20 June 2024, were put to the vote.

The minutes of the General Assembly of 20 June 2024, were unanimously approved.

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 President, Ariel GUARCO, went on to explain that the ICA Board was composed of the President, 4 Vice Presidents, 8 Sectoral Representatives, the President of the Youth Committee, the President of the Gender Equality Committee, and 15 At-large Directors. The current Directors and the President were elected at the General Assembly held on 20 June 2022, in Seville, Spain, for a four-year term.

Under the new Articles of Association approved in 2023, if for any reason the mandate of an At-large Director ends before its expiration, the Board may co-opt a new Director. The General Assembly, at its first meeting following such co-option, is required to confirm the mandate of the co-opted Director. If confirmed, the co-opted Director will complete the term of the departing Director, unless decided otherwise by the General Assembly.

The mandate of Ben REID (United Kingdom) recently concluded, and Rose MARLEY, also from the United Kingdom, was co-opted by the ICA Board. Her mandate now requires confirmation by the General Assembly.

Rose MARLEY assumed the role of CEO of Cooperatives UK in 2021 with a focus on engaging younger generations and building digital and technological infrastructure to advance cooperative innovation in the 21st century. She also chairs the International Co-operative Working Group (ICWG), collaborating with worker and consumer cooperatives as well as organizations such as the Co-op Heritage Fund, the Co-operative College, and Co-op News.

Through ICWG, significant initiatives have been undertaken in India and Malawi. Over the past few years, ICWG actions have facilitated donations of £100,000 to women-led cooperatives in India, providing emergency COVID-19 relief and sustainable livelihoods for 40 women.

The President invited any members wishing to comment on this agenda item to raise their hand for recognition. Members were invited to vote on the confirmation of Rose MARLEY's mandate, following the procedure outlined in the ICA Articles of Association.

The appointment of Rose MARLEY as At-large Director of the ICA Board of Directors was unanimously approved.

The President congratulated Rose MARLEY and invited her to stand for recognition.

The President further informed the Assembly that, following the conclusion of the mandate of At-large Director George MAGUTU, the Board of Directors are currently engaged in a co-option process to fill the vacant position.

The President also highlighted that, following recent statutory reforms, Vice Presidents, Sectoral Representatives, and the Presidents for the Youth and Gender Equality Committees are now directly elected by their respective bodies. In accordance with Article 32.1 of the ICA Articles of Association, Regional Presidents are automatically Vice Presidents of the ICA, provided they are validly elected by their respective regions. Following the resignation of Dr. Graciela FERNÁNDEZ, José ALVES DE SOUZA NETO assumed the role of President of Cooperatives of the Americas. He will serve in this position until the Regional Assembly at the end of 2026 and, as such, now holds the position of Vice President of the ICA by right.

The Assembly extended its congratulations to Dr. José ALVES DE SOUZA NETO.

Additionally, Ho-dong KANG was appointed by the International Cooperative Agricultural Organization (ICAO) to replace Sung-hee LEE as its representative on the ICA Board of Directors.

The Assembly warmly welcomed Ho-dong KANG to the Board.

Finally, following the election of Professor Petar STEFANOV as President of Cooperative Europe, the ICA Consumer Cooperatives Worldwide (CCW) appointed Marco PEDRONI as its representative on the ICA Board of Directors.

The Assembly extended its congratulations to Marco PEDRONI on his appointment.

PRESIDENT'S REPORT

The President took a moment to share an overview of the numerous activities undertaken in his role as President of the ICA, providing insights into engagements following the last General Assembly held on June 28, 2023, in Brussels.

The President outlined the key events and initiatives supported during the latter half of 2023, which included attending the Asia-Pacific Regional Assembly in the Philippines and the Regional Conference of Cooperatives of the Americas in Honduras. Additionally, the President participated in committee activities, such as those of the Gender Equity Committee, engagements with the International Labour Organization (ILO), and the Global Innovation Summit.

In 2024, the President highlighted attending the first in-person ICA Board meeting in Cali, Colombia, hosted by COOMEVA. This was followed by a visit to Colonia, Uruguay, for the Regional Council meeting of the Americas, which included a joint seminar between that region and the Consumer Cooperatives Worldwide (CCW) with the presence of Professor Petar STEFANOV. In April, the President travelled to Jordan for a ministerial conference, engaging with members from the Asia region. A similar event was held in Lesotho in May, during which the President joined colleagues from Africa. The President also visited South Africa. Between these two events, the President visited Brazil, where OCB hosted the National Cooperative Congress and a workshop in collaboration with the United Nations Department of Economic and Social Affairs (UNDESA).

One of the highlights of the Africa trip was an inspiring and well-attended youth event, emphasizing the importance of youth engagement. On July 20, the ICA held its General Assembly remotely, and earlier that month, the President participated in the Catalonia Cooperative Congress in Spain. On July 9, the President was at the United Nations headquarters in New York for the pre-launch of the International Year of Cooperatives. This was followed by a visit to Malta, where the President engaged with local and European colleagues to present the Coop Exchange platform.

In September, the President attended the Cooperatives of the Americas Assembly virtually, before traveling to Washington, D.C., for the Coop Impact Conference organized by NCBA, connecting with American colleagues. October featured two major events in Brazil: the Unimed Convention where the Dr. Carlos ZARCO joined and the 10th edition of the World Coop Management event, which focused on cooperative innovation, management, and leadership.

The President also supported numerous national-level activities, engaging with various members in Mexico (Federación Alianza), Brazil (Uniodonto) the Cooperative of the Vice President José ALVES DE SOUZA NETO, Uruguay (CUDECOOP), Paraguay (CONPACOOOP), and the Dominican Republic (COOPROENF and FENORESTE). Other notable engagements included Valencia (CONCOVAL) and Puerto Rico (Asociación de Ejecutivos).

Finally, the President shared that numerous messages, both written and recorded, had been sent to members who requested greetings or contributions for various events during this period, underscoring the commitment to staying connected with cooperative members worldwide.

DIRECTOR GENERAL'S REPORT

The Director General began his report by expressing gratitude to the event organizers, including IFFCO, NCUI, and the Asia-Pacific team led by Dr. Chandrapal SINGH YADAV, for their efforts in hosting the event. He also extended his thanks to the ICA President, Ariel GUARCO, for his leadership and presence, as well as to the attendees who travelled to New Delhi. He remarked on the personal significance of the event, noting it was his first opportunity to meet many members in person since assuming his role.

Reflecting on his first year as Director General, which began on January 1, he acknowledged his position as a relative outsider to the ICA, having spent 25 years working with cooperative farming communities but not within the ICA itself. He highlighted that his appointment was a deliberate decision by the ICA, aimed at bringing a fresh perspective to the organization.

The Director General outlined the structure of his report. He first summarized his activities and accomplishments over the past year. He then provided an overview of the work plan for the coming year, which had been approved by the Board earlier in the week. Finally, he introduced what he described as a "*charcoal version*" of the ICA's new strategic framework 2026-2030.

The Director General started by discussing efforts to enhance human resources and restructure the organization. He implemented a performance-based HR framework for staff and undertook necessary restructuring measures to optimize operations. As part of this initiative, he created a global management team, integrating the Regional Directors to ensure cohesive leadership across all regions.

In terms of financial stability, he secured €240,000 in previously unsecured funding and outlined a modest profit expectation for 2024. He also presented an approved budget for 2025, targeting a break-even outcome.

He prepared a "*100 Days Memo*", which includes a transformative agenda addressing governance, strategy, operations, and finance. To deepen his understanding of the cooperative movement, he studied its history, current dynamics, and potential future directions. In addition, he worked on the strategic plan for 2026–2030, referred to as a "*charcoal version*", to outline the organization's vision for the coming years.

He also highlighted his involvement in the soft launch of the International Year of Cooperatives 2025, held in New York, a significant milestone for the movement. His efforts to engage globally have included visits to various regions and participation in events. Notably, he started this journey in Argentina, where he was hosted by President Ariel GUARCO, followed by a Board meeting in Colombia and further engagements in the United States. He visited Bulgaria, Jordan, Germany, Malta, Korea, Japan, China, India, the United Arab Emirates, Italy, and the United Kingdom. These visits were part of his effort to deepen his understanding of the cooperative movement and engage directly with its global stakeholders. His goal was to meet as many members and participants as possible, fostering relationships and gaining insight into the challenges and opportunities faced by cooperatives worldwide.

Throughout the year, he participated in and chaired numerous meetings with staff, teams, and committees, ensuring effective collaboration and alignment within the ICA. He also engaged extensively through various channels, including calls, video messages, presentations, and keynote addresses, maintaining active communication with the broader cooperative community. In

addition, the Director General highlighted the signing of multiple Memorandums of Understanding (MoUs), some of which were witnessed during public ceremonies.

The Director General outlined the organization of a Global Cooperative Conference and the global launch in New Delhi. He referred to highlights from his activities, supported by photographs from various events throughout the year: his first official trip as Director General was to New York, where he aimed to engage the United Nations Secretary-General in participating in the ICA's global conference. Following this, he attended the Board meeting in Cali, Colombia, and undertook various engagements in the United States. In March, he visited Bulgaria, and in April, he participated in the Ministerial Cooperative Conference in Jordan. He also travelled to Germany to prepare MoUs with Fair Trade at their headquarters.

He mentioned the successful soft launch of the International Year of Cooperatives in New York, held at the Indian Representative Office. The Director General emphasized his commitment to engaging with members across regions, fulfilling a promise to visit members in the Far East with trips to Korea, Japan, and China in August. Throughout the year, he focused significantly on team building within the ICA. He described this as a valuable and productive effort, enabling the team to strengthen relationships. He expressed confidence in the progress made, noting that the organization was on the right track.

In September, the Director General visited New Delhi with ICA staff to prepare for the Bharat Mandapam event. During the same visit, he travelled to Mumbai to meet the director of the *Mantan* movie alongside Bhima SUBRAHMANYAM. On his return journey, he visited Dubai, United Arab Emirates, to explore opportunities for revitalizing the cooperative program with them.

In October, the Director General visited Brussels, where he engaged with Smart and other cooperatives. He also participated in Bulgaria's International Youth Committee meeting and attended the Board meeting of Cooperative Europe. In Rome, he also was a keynote speaker at the FAO World Food Forum. Few weeks before the General Assembly, Jeroen DOUGLAS joined Ana AGUIRRE and Blaise LAMBERT at the Cooperative Housing Conference to foster collaboration and to promote cooperative values.

APPROVAL DRAFT WORK PLAN 2025 AND INTERNATIONAL YEAR OF COOPERATIVES

The Director General outlined the ICA Work Plan for 2025, emphasizing that the upcoming year promised to be pivotal, marked by the International Year of Cooperatives and significant global events. The plan, approved by the Board earlier, is structured around six main blocks, reflecting key priorities for the year ahead.

In terms of governance, the Director General highlighted the broader global context, with 2025 representing a potential tipping point across various domains. Recent developments, such as the adoption of the United Nations Declaration of Future Generations, were steering the international agenda toward new priorities. The ICA's response to these shifts would be rooted in its legacy of resilience and its proactive role in addressing emerging challenges. Key milestones included the International Year of Cooperatives, which would culminate in the Second World Summit for Social Development in Doha, Qatar. This event would also serve as the closing for the International Year, underscoring the cooperative movement's alignment with the United Nations Sustainable Development Goals and the broader UN Agenda 2030.

The Director General expressed confidence in the cooperative movement's ability to navigate the changes anticipated in 2025, drawing on its historical resilience. He emphasized the importance of unity, especially in the face of increasing geopolitical fragmentation. The cooperative movement, he noted, has to continue to function as a "globalized movement from below," maintaining its collective strength and focus on expanding its role in the global economy.

These priorities would underpin the refreshed strategy for 2026–2030, details of which would be discussed further. On governance and membership, the Director General highlighted plans for the upcoming General Assembly, scheduled for early July in Manchester, United Kingdom. Collaborating with the Board and the President, he intended to propose enhancements to the Articles of Association, particularly to strengthen accountability measures and clarify responsibilities. Additionally, a comprehensive onboarding protocol would be developed to ensure readiness for the 2026 elections, laying a robust foundation for the cooperative movement's future.

The Director General highlighted the significant ongoing work related to membership fees and voting rights, emphasizing the need to finalize this process by the upcoming General Assembly in July in Manchester. He acknowledged the efforts of the Working Group on the *Cooperative Identity Statement*, emphasizing that their hard work would likely continue into the following year. Regarding membership initiatives, the Director General outlined plans for a retention program, a recruitment program, and amendments to the fee and voting rights structures, all aimed at delivering a well-rounded proposal for approval.

Turning to communications, Jeroen DOUGLAS underscored the importance of celebrating the International Year of Cooperatives, culminating in its closing in Doha. He expressed hope for significant media coverage to amplify the cooperative movement's visibility. He shared plans for the celebration of the 130th anniversary of the International Cooperative Alliance next year, noting that this milestone would itself generate significant attention and opportunities for the cooperative movement. He emphasized the continued support for the growth of the ".coop" top-level domain, managed jointly by the ICA and NCBA CLUSA. In addition, the ICA planned to launch a podcast series, including a dedicated youth-focused podcast, to engage a wider audience and amplify cooperative voices. The *World Cooperative Monitor* would publish a special edition tied to the closing events of the International Year of Cooperatives.

Finally, the Director General articulated a vision for a cohesive and unified brand identity, aiming to strengthen the movement's global presence. Guided by the motto "*one movement, one strategy, one brand experience*".

Regarding the strategy, the finalization of the 2026–2030 strategy remained a priority, alongside the coordination and promotion of the International Year of Cooperatives. He introduced the concept of CM50 (Cooperatives and Mutuals 50), a platform designed to bring together leaders from approximately 50 prominent cooperatives and mutuals globally. The initiative aimed to culminate in a significant event at the closing ceremony of the International Year of Cooperatives in Doha, Qatar, from November 4 to 6, where these leaders could present a charter to heads of state during the Second World Summit for Social Development. This summit, a key United Nations event, would mark 30 years since the adoption of the social development contract in 1995.

Additionally, the Director General highlighted the ICA's efforts to renew its MoU (Memorandum of understanding) with the Food and Agriculture Organization (FAO), which had already been successfully concluded, thanks to the efforts of Danilo SALERNO.

The Director General mentioned the renewal of the ICA's agreement with the International Labour Organization (ILO) that was currently underway, with a focus on connecting it to the CM50 initiative. A cooperative law portal is also being developed, aiming for a minimum viable product launch by the end of the coming year. This portal would enhance legal resources and member services, laying the groundwork for a business plan focused on sustainable growth.

The Director General explained that plans were in place to relaunch a project with the United Arab Emirates, while the ICA was also collaborating with the International Court of Justice in The Hague to advocate for labour rights, including the right to strike. He mentioned the ICA's partnership with its major donor: the European Commission, as a key element of the organization's strategy and capacity-building efforts. The ICA was currently implementing its second contract with the European Commission, focusing on workshops and initiatives designed to strengthen cooperatives, particularly in developing regions.

The Director General emphasized the need to be robust regarding internal challenges associated with managing the current European Commission program. Successfully navigating this program could pave the way for a more advanced structural partnership with the European Commission.

In addition, he announced the establishment of a Working Group for Cooperative Cultural Heritage, supported by OCB, Brazilian member organization. This initiative would focus on UNESCO-related tangible and intangible heritage programs, aiming to create a global map of cooperative cultural heritage sites—a promising step in a long-term pathway.

He also highlighted cross-cutting themes integral to ICA's work. These included youth engagement through training, exchange programs, and the growth of youth committees to foster intergenerational solidarity. Efforts would also emphasize gender visibility, including campaigns, safety and non-violence protocols, and leadership training for women. Other key initiatives involved participation in global events, research on cooperative development management (Coop4Dev), global research strategies, sectoral analyses, and further exploratory programs.

The Legislation Working Group was actively engaged in drafting legal briefs, organizing cooperative law meetings, symposiums, and developing a portal dedicated to cooperative law. It also convened an inter-cooperation group meeting, all of which were held recently. Progress was being made on establishing Memorandums of Understanding (MOUs) with two civil society organizations. One such agreement, with Fair Trade, was signed during the conference, while another with Kampani was under development.

Looking ahead, the plan is to implement a multi-annual fundraising strategy. For the upcoming year, specific fundraising opportunities are already in the pipeline, with an anticipated income of €110,000. This included recruiting new members and expanding projects like ICETT, contributing to the organization's financial growth.

In terms of human resources, the ICA would introduce a comprehensive manual to standardize practices across its ecosystem. This initiative aimed to establish clearer line management protocols and performance measurement systems, which would be systematically implemented and harmonized with structured assessment cycles that were being developed to align with the overarching goal of strengthening accountability across the organization.

The Director General exposed the new quarterly financial reporting cycle and updated financial risk management planned to enhance transparency and accountability. These measures were part of a broader effort to streamline decision-making processes across the entire ICA ecosystem.

The revised decision-making framework began with planning at the regional offices and progresses through the Global Management Team (GMT), which constituted the executive layer. Findings from these stages were presented for approval to the regional boards, followed by the Global Board, and finally to the General Assembly.

This structured approach divided the year into two periods: the first six months focusing on reviewing and approving the financial statements of the previous year, while the latter half was dedicated to planning and approving work plans for the upcoming year. Aligning regional and global boards within this sequence would ensure a unified and efficient planning process within the organisation. Implementing this new decision-making framework and planning sequence was anticipated to take up to two years to be fully operational.

The combined budget approved for the ICA's operations in 2024 totalled approximately €4 million, with €3 million sourced from membership income and the remainder from partnerships, sponsorships, and donations. A significant portion of other income streams was attributed to the partnership with the European Union.

COMBINED BUDGET 2025 in EUR (euros)

	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
TOTAL INCOME	1,985,223	535,703	809,422	686,054	4,016,402
Total Membership income	1,172,573	76,453	385,421	389,205	1,936,214
Membership income	3,068,924	0	0	0	3,068,924
Bad debt provision	-202,814	0	0	0	-202,814
Membership redistribution	-1,693,537	76,453	385,421	389,205	-842,422
Thematic Committees	-20,000				-20,000
Sectoral allocation (12%)	-343,933	0	0	0	-343,933
Regional allocation	-1,329,604	76,453	385,421	389,205	-478,495
Meetings, Sales of services	0	73,394	90,367	31,000	194,761
Grants, project income	630,150	413,379	329,751	235,849	1,581,606
Contributions & Donations	182,500	0	0	30,000	212,500
Financial/interest	0	0	3,853	0	3,853

EXPENSES	-1,984,172	-533,734	-806,274	-685,800	-4,009,980
Services and other goods	-651,122	-255,168	-274,867	-219,800	-1,400,956
Premises	-85,544	-16,168	-26,858	-40,800	-169,370
General office	-14,270	-3,260	-7,458	-6,000	-30,988
Travel	-99,967	-96,446	-55,133	-97,000	-348,546
IT	-32,760	-16,140	-17,582	-9,000	-75,482
External services	-265,550	-38,168	-165,084	-32,000	-500,802
Meeting expenses	-153,031	-84,986	-2,752	-35,000	-275,769
Personnel	-1,276,301	-271,272	-430,903	-375,000	-2,353,431
Depreciation	-6,750	0	-1,835	0	-8,585
Other expenses - project support	-30,000	0	-92,614	-91,000	-213,614
Financial expenses	-20,000	-7,339	-6,055	0	-33,394
NET INCOME	1,050	1,970	3,148	254	6,422

The approved budget was balanced, with expenses primarily allocated to staff costs and essential services, consistent with historical practices.

The Director General added that, in preparation for the International Year of Cooperatives, members were presented with a symbolic flag included in their welcome package. This flag served as a unifying emblem, connecting cooperatives worldwide under the theme "Cooperatives Build a Better World." Members were encouraged to use the flag at relevant events celebrating the cooperative movement. A brief video was also presented to highlight this initiative.

The Director General expressed gratitude to all participants for their involvement in the symbolic "chain of flags," emphasizing its role in uniting the global cooperative movement. He then transitioned to the final segment of his presentation, introducing the strategic plan currently under development for the period 2026–2030.

STRATEGIC PLAN 2026-2030

The Director General reminded the Assembly of his earlier announcement during the recent online General Assembly and highlighted the logical basis for the initiative. The current 10-year strategy, covering 2020-2030, was conceived in 2018 and communicated in 2019—a time when the global context was significantly different. He emphasized that the strategy predated major developments such as the COVID-19 crisis, the transformative rise of artificial intelligence, the escalation of armed conflicts, and realizing the slow progress on the Sustainable Development Goals. Additionally, it was created before the significant mobilization of BRICS countries on the global stage. In light of these dramatic changes over the past six to seven years, revisiting and updating the ICA's strategic direction became essential to align with the new global realities.

He noted that an assessment of the current strategy, implemented from 2019 to 2024, revealed insufficient alignment and a lack of a systematic approach. With 21 areas of intervention, the

strategy lacked coherence in its execution, underscoring the necessity for a more systematic approach. He explained that the new strategic plan aimed to address two objectives: responding to the evolving global context and providing clearer direction for the organization. However, he clarified that the version presented at this Assembly was a "charcoal version", representing approximately 60% completion. This version was intended for informational purposes only, with the goal of delivering a finalized document for approval at the General Assembly in July 2025. The Director General acknowledged the challenge of ensuring the inclusivity of the strategic planning process. While emphasizing the importance of broad participation, he also highlighted the necessity of leveraging the International Year of Cooperatives 2025 as more than a celebration. He positioned 2025 as a critical starting point for the final five-year sprint toward achieving the Sustainable Development Goals (SDGs). He reminded that there was a time bound restriction on the development of this.

The Director General outlined the iterative process underway to finalize the new strategy. The first iteration had been completed with input from sectors and regions, and a deeper engagement phase would commence in January 2025, extending to committees and involving their leaders in February. In April, the ICA Board would allocate significant time to refine and finalize the strategy design, with the aim of presenting the final version for approval at the General Assembly. He reiterated that the guiding principle, referred to as the "Alpha," was the *Statement of Cooperative Identity*, which united and inspired every work stream in the strategy. The "Omega" represented the ultimate goal: increasing the global economic share of cooperatives and their members. All planned activities were designed to gradually strengthen the presence and influence of the cooperative movement in the global economy. With the roadmap already discussed, the Director General highlighted its alignment with this vision and expressed optimism about securing approval for the strategy at the upcoming General Assembly.

The Director General outlined three key actions for the development and dissemination of the new strategy. First, regional and sectoral interpretations of the strategy would be organized from July to December 2025, allowing for localized adaptations. Second, a public version of the strategy would be created. The public version, designed to be more accessible and narrative-driven, would distil the core ideas into a concise format of 12 to 16 pages. Meanwhile, the technical version would serve as a detailed framework, outlining the rationale, theory of change, and implementation pathways, functioning as both an external strategy and an internal management tool. Lastly, a communication campaign is being prepared to ensure a well-orchestrated launch of the strategy by January 1, 2026. The strategy's foundational assumption was that the ultimate beneficiaries were individual cooperatives and their members.

The Director General emphasized that, for now, the social economy was outside the scope of the new strategy. However, he acknowledged that the Board would engage in a deeper discussion in April to determine how the cooperative movement should relate to the broader social economy, allowing for more comprehensive inclusion in the future. The strategy will consist of two distinct documents: a technical version and a public version. Furthermore, he introduced a practice that, while new to the ICA, was common in other organizations: the use of a *theory of change*, aligning its objectives and actions. The Director General highlighted that the entire strategy aligned with the four strategic pillars from the recently concluded conference, which were approved as foundational elements in the February Board meeting.

The Director General outlined the four pillars underpinning the strategy, emphasizing their alignment with the recent conference. The first pillar focused on the reaffirmation of cooperative identity as a priority. The second pillar was creating an enabling policy and entrepreneurial

ecosystem. The third involved nurturing purposeful leadership, while the fourth was building a cooperative future by incorporating new technologies to deliver market-based solutions to ICA members and, by extension and alignment, their own members. These were highlighted as the building blocks of the conference and of the strategy itself. The ultimate goal remained achieving an increased cooperative presence in the global economy. This involved not only expanding the number of cooperatives and their members but also fostering greater member engagement within cooperatives and stronger participation of cooperatives in federations. The Director General highlighted the strategic objectives identified such as fostering more resilient and competitive cooperatives that could thrive in the marketplace, promoting favourable legislation to support their growth, and increasing contributions to the Sustainable Development Goals. Additionally, a focus on cultivating more authentic cooperatives, enhancing global awareness of their impact, strengthening the cooperative movement, and securing broader endorsement was mentioned as well. To achieve these objectives, the Director General introduced a "*theory of change*", a structured framework that organized the pathway from mission to vision. This approach began with the cooperative identity, delineated intervention initiatives, and outlined expected outcomes both in the short term (by 2030) and long term (2035 and beyond). This emphasized the importance of clarity and focus on the strategic plan. This framework was designed to identify communities of influence and map the impact of initiatives toward the ultimate beneficiary: the individual cooperative.

The Director General introduced a tool, accessible at <https://ica2630.com>, designed to illustrate the interconnected framework of the International Cooperative Alliance's strategic plan. This interactive platform demonstrated the interrelationship between intervention initiatives, short-term outcomes, long-term outcomes, strategic objectives, and fields of influence in communications and communities of influence, ultimately leading to an impact on individual cooperatives. It emphasized that the process was not linear, as some activities resulted in multiple and interconnected outcomes.

The Director General acknowledged that the current framework represented an overly extensive list, emphasizing that the upcoming iterations and consultations with sectors and regions aimed to refine and prioritize elements. The XXL format of the *theory of change* served as a comprehensive example, but the objective was to scale it down to realistic and actionable proportions. This task, he noted, was the primary focus for the period leading up to July. The Director General highlighted that a *theory of change* was widely utilized by United Nations institutes, private sector companies, not-for-profit organizations, and cooperatives. He noted that the ICA now had its own *theory of change*, emphasizing its utility as a valuable tool. He concluded by presenting the final slide, emphasizing that if the strategy were implemented effectively over the next five years and beyond, the ICA would aim to achieve its ultimate goal—the "Omega"—of an expanded and strengthened cooperative movement within the global economy. This included fostering larger and more resilient cooperatives, increasing member participation, enhancing competitiveness, contributing significantly to the Sustainable Development Goals, deepening engagement with multilateral institutions and regulators, and nurturing a thriving next generation of cooperatives. The vision also aspired to raise global awareness of cooperative identity while promoting authenticity and sustainability. This vision was tied to the *Alpha and Omega* principles overarching the framework presented.

The President thanked Jeroen DOUGLAS for his report and since there were no further question, he proposed to move on to the next item.

REPORT FROM THE WORKING GROUP CONSIDERING CHANGES TO VOTING RIGHTS AND MEMBERSHIP FEES

Before giving the floor to Alexandra WILSON, the President reminded participants that during the 2017 ICA General Assembly in Kuala Lumpur, the ICA Board was mandated to examine and propose potential reforms to the existing system of membership fees and voting rights. In response to this mandate, a Working Group was formed to prepare an initial report for the Seville General Assembly and then continued working, reviewing and developing possible alternatives and solutions.

Echoing the introduction of the President, Alexandra WILSON, Chair of the *Working Group on Membership Fees and Voting Rights*, stated that following the mandate from the General Assembly held in Kuala Lumpur, the newly elected ICA Board was tasked with reviewing and recommending reforms to the structure of membership fees and voting rights. This initiative aimed to ensure alignment with the evolving vision and objectives of the ICA.

Alexandra WILSON noted that after the initial Working Group had begun addressing key issues, progress was interrupted by the pandemic. Therefore, the current Working Group commenced its work in late 2022 and had been diligently examining the fundamental question of who should belong to the ICA, setting the foundation for their ongoing efforts.

She emphasized the importance of establishing a clear and shared vision regarding membership within the ICA. This foundational question was addressed during the revision and approval of the Articles of Association, which were approved by the members in 2023, and answered with the following text: *“Through its global, regional and sectoral structures, the ICA brings together organizations having a common interest in promoting the growth, development and success of cooperatives and mutual associations and advancing the broader cooperative and mutual economy of which they are a part.”*

She also noted that the topic of membership fees presented significant challenges, making it a particularly complex issue to address. Although voting rights were somewhat less contentious, they still evoked considerable sensitivity, as they pertain to the critical matter of influence within the ICA.

Alexandra WILSON addressed the issue of membership fees, highlighting that the current system raised significant concerns among various groups within the ICA. These concerns revolved around how the financial burden of supporting the organization was distributed. She acknowledged the challenge of balancing adjustments, as lowering fees for one group inevitably lead to increases for another – a prospect that did not garner enthusiasm from those potentially facing higher fees. Many questioned the necessity of change, asking why the current system could not remain as it was.

Alexandra WILSON emphasized the necessity of increasing ICA membership to ensure its long-term viability and effectiveness. She explained that many members, even if not publicly, expressed a desire to pay less for their membership, noting the high cost of belonging to the ICA. The only viable solution, she argued, was to expand the membership base significantly. A larger membership would not only ease financial pressures but also enhance the ICA's dynamism and effectiveness as the global representative body of the cooperative movement.

However, she highlighted that the current systems for setting voting rights and membership fees presented obstacles to membership growth. These systems, as structured, hindered the ICA's ability to attract new members. She pointed out that the "country cap" on voting rights was one such barrier, complicating efforts to expand the organization's membership base. She outlined specific challenges in the current voting rights and membership fee structures that impeded the ICA's membership growth. She explained the "country cap" on voting rights, which limited any country, regardless of how many ICA members it had, to a maximum of 25 votes. Currently, this cap affected 11 countries, representing about one-third of the ICA's membership (98 members). When new members were recruited in a capped country, the votes of existing members decreased. While some members were indifferent, many were opposed, creating a disincentive to recruit new members in these countries. She noted that in countries such as the United States and Japan, where membership fees had already reached the country maximum, the ICA lacked financial incentives to recruit new members. This limited the organization's efforts to expand its presence in these critical regions.

After the reform of 2008, the indirect participation without fees was also mentioned as members of ICA member organizations can participate directly in regional and sectoral organizations under their own name without joining or paying fees directly to the ICA. This practice undermined the ICA's ability to collect fees and establish direct relationships with a broader membership base.

The Working Group identified significant challenges in the affordability and fairness of ICA's membership fee structure, particularly for smaller or younger cooperatives, representative bodies with limited budgets, and organizations operating in high-income economies. These challenges highlighted disparities and inefficiencies in the current system. Alexandra WILSON explained the current methodology for setting membership fees, emphasizing its complexity and impact. Fees were determined by the number of members a primary cooperative had or, for federations or national apex bodies, the total number of cooperators they represented. This meant that national apex bodies with widespread membership across different sectors in their countries, especially in nations with many cooperatives, were assessed higher fees.

Furthermore, it was important to note that the fees were reset every four years. However, the financial burden of supporting the ICA was not equitably shared among members. Indeed, the membership fee methodology was designed to tie a member's fee to its size and the wealth of their country relative to other ICA members, but because of the issues this methodology created, in 2015, the General Assembly put into place a maximum fee increase of 10%. Nevertheless, this also led to issues, as this resulted in a weak correlation between financial capacity and the number of cooperators a member represented.

The Working Group noted that members engaged in similar-sized businesses across different national economies were paying vastly different fees, further compounding the inequities. Among national apex bodies, fees range from as little as 1% to as much as 76% of a member's total annual revenue, a disparity that raised fairness concerns.

Additionally, the mechanism used in vote allocation and membership fee formulas to avoid double counting cooperators was both complex and difficult to administer, leading to frequent complaints. The perceived lack of transparency in the current system had caused many members to question its fairness and effectiveness. This could lead them to vote with their feet if no action was taken.

As a consequence, the Working Group outlined key principles to guide the reform of ICA's membership fee structure, aiming to ensure fairness, transparency, and sustainability: the

membership fee-setting method should be straightforward, easy to understand, and reasonably simple to administer. Membership in the ICA had to be accessible to cooperatives of all sizes, across all regions of the world, and in every economic sector where cooperatives were operating. The responsibility for supporting the ICA should be distributed fairly, with larger or financially stronger members bearing a proportionally greater share of the burden. Membership fees should reflect a member's capacity to pay, determined through an appropriate financial measure. It was also mentioned that changes to membership fees should be tied to the growth or decline of a member's own business rather than its size relative to other ICA members.

The Working Group emphasized further principles to guide the revision of the ICA membership fee structure, ensuring alignment with the organization's strategic objectives and sustainability. For instance, the fee-setting method should not create barriers to membership growth and should allow ICA's income to increase as membership expands. As for financial incentives for indirect membership, the cooperatives wishing to engage with ICA's sectoral organizations should not be financially incentivized to seek indirect membership over direct membership in the ICA.

Moreover, it was illustrated that the membership fees should remain reasonably predictable for members from year to year to facilitate financial planning and stability. Membership fee revenues should regularly increase to take account of inflation and ensure ICA's operational costs are sustainably covered. When a member from a given country leaves the ICA, the fees for remaining members in that country should not increase as a direct consequence. Finally, membership fees are to remain the ICA's main source of revenue, so that the organisation could remain focused on its core mission and remain accountable to its members, even if other sources of income were considered.

Alexandra WILSON outlined the next steps for the Working Group, noting that the proposal on voting rights was already well advanced. However, more time was required to refine the membership fee proposal to ensure it avoids causing undue disruption to existing members. She further reminded the Assembly that in their package, there was a full report on this subject with projections and tests underway. She also kindly asked members to share their financial information in confidence. Finally, she indicated the Working Group was planning to share proposals with members through webinars early next year, providing an opportunity for feedback and discussion. Finalized proposals would be presented at the 2025 General Assembly for approval. Alexandra WILSON also invited members to join the information session of the Working Group after the General Assembly, on the same day, for a detailed discussion of the concrete proposals currently in development.

AMENDMENT TO THE INTERNAL RULES OF THE GENERAL ASSEMBLY

The Assembly then moved to Agenda Item 11, addressing a proposed amendment to the Internal Rules of the General Assembly.

The President explained that, according to the current Internal rules, ICA membership fees were calculated in four-year cycles. The present cycle, which began in 2021, was set to end on 31 December 2024. However, as the potential reforms to membership fees and voting rights had been deferred to the 2025 ICA General Assembly, an extension of the current cycle was necessary.

To address this, the following phrase was proposed for inclusion in Article II (Method of Calculating Membership Fees) of the Internal Rules: *"The 4-year cycle from 2021-2024 shall be extended by one year, to run from 2021-2025."*

The President then called for a vote on the proposed amendment to Article II of the Internal Rules:

The General Assembly was unanimous in approving and adopting the revision to the Internal Rules of the General Assembly.

COOPERATIVE IDENTITY CONSULTATION AND RECOMMENDATIONS

The President introduced the next item on the agenda, focusing on cooperative identity and related recommendations. Recalling a significant milestone, the President noted that in late 2021, the 33rd World Cooperative Congress was held in Seoul, South Korea, under the theme "*Deepening Our Cooperative Identity*." This congress provided a platform to examine how cooperatives worldwide express their unique identity.

During the Congress, a review of the 1995 *Statement on the Cooperative Identity*, adopted in Manchester, was initiated, leading to the formation of the Cooperative Identity Advisory Group (CIAG). Chaired by Alexandra WILSON, this group has since been dedicated to advancing this critical work. The President then invited Alexandra Wilson to present the Group's report and the recommendations approved by the ICA Board, which were submitted for the Assembly's consideration.

Alexandra WILSON presented a summary of the process and progress to date. She recalled that the journey began with the decision made at the 2019 General Assembly in Kigali to hold the 33rd World Cooperative Congress. This Congress, held in late 2021, focused on examining how cooperatives embody their identity across diverse economic sectors represented within the ICA. It also initiated a comprehensive review of the *Statement on the Cooperative Identity*, originally adopted in Manchester in 1995.

Over the past three years, this review has been meticulously planned and guided by the Cooperative Identity Advisory Group, an international body of 23 scholars, leaders, and practitioners. The group aimed to assess how well the *Statement on the Cooperative Identity* had withstood the test of time and determine whether it remained fit for purpose. The consultation sought to enhance cooperators' awareness of the *Statement* and its strategic value while inspiring actions aligned with the cooperative identity to address pressing global challenges. Furthermore, it aimed to identify steps for the ICA and its members to strengthen and protect this shared identity.

The consultation process was extensive and inclusive. It commenced with discussions at the 33rd World Cooperative Congress and progressed through a global survey designed to evaluate cooperators' understanding of the *Statement* and gather their initial impressions. This was followed by a series of regional and global workshops and webinars that delved into specific aspects of the cooperative identity. To ensure broad participation, an online discussion platform was developed, accessible in nearly 40 languages, facilitating engagement with cooperators worldwide.

Supporting materials were prepared for self-guided consultation sessions, enabling sectoral bodies and national cooperative organizations to explore the *Identity Statement* and its broader implications. This process culminated in deliberations within the Cooperative Identity Advisory Group, building on extensive input gathered worldwide.

The engagement was significant in scope. The Congress in Seoul welcomed 1,600 attendees, while 2,300 cooperators from 136 countries participated in the global survey. Workshops and webinars hosted by the ICA drew hundreds of participants, and thousands more joined similar sessions organized by national cooperative movements. Several dozen individuals participated in an online discussion platform, and 24 organizations or individual cooperators submitted detailed reports or ideas regarding the *Statement's* relevance and potential need for updates.

The consultation revealed that familiarity with foundational Cooperative Identity documents was strong but uneven. While awareness of the *Seven Cooperative Principles* was notably high, many cooperators were less familiar with other elements of the *Identity Statement*, such as its definition and values. Many participants were unaware of the ICA guidance notes, which provided interpretive support for the principles, underscoring a need for greater promotion and internal education. Participants also noted that the *Statement* has not been sufficiently communicated to government actors, limiting its broader influence.

In terms of the *Statement's* relevance, there was widespread agreement that it remained fundamentally sound. No participants advocated for radical changes, and none suggested removing any of the current principles, indicating their enduring relevance. However, opinions diverged on whether modifications were necessary. While some viewed the *Statement* as strong in its current form, many participants suggested that the language of the *Statement* should be modernized to reflect contemporary realities. Some advocated for the addition of new values or principles to address pressing concerns such as peace, diversity, inclusion, and, most frequently, the protection of the natural environment. Others proposed extending the scope of existing principles, particularly Principle 5 (Education, Training, and Information) and Principle 7 (Concern for Community), to better encompass emerging priorities.

Certain participants raised the question of whether the cooperative principles adequately reflected a responsibility to future generations, suggesting a need for further reflection. Views were notably divided on whether cooperatives were losing ground to other organizations in addressing environmental responsibility, social inequities, diversity and inclusion. There was, however, broad agreement that both the ICA and its members needed to take more proactive steps to live out, articulate, communicate, and protect the cooperative identity.

Based on these findings, two recommendations from the ICA Board of Directors were brought forward for the Assembly's consideration and vote. The first recommendation focused on the actions that the ICA and its members could take to deepen and strengthen the cooperative identity. If approved, the ICA Board, in collaboration with the Director General, would integrate these actions into a refreshed strategic plan, outlining timelines and methods for implementation, as well as ensuring robust communication with members.

The second recommendation concerned whether the consultation process should continue, with the aim of deciding whether or not to make changes to the language of the *Statement on the Cooperative Identity*. This resolution had caused some confusion, which the Board sought to clarify. The meeting package included two related documents: a draft revision of the *Statement* and an accompanying rationale for the proposed changes. However, it was emphasized that the draft revision was not being voted on at this stage. Members were not being asked to approve or reject the suggested changes but rather to decide on continuing the consultation process to explore potential updates further.

The Assembly was asked to deliberate and decide on whether to continue the process of examining the *Statement on the Cooperative Identity*. The decision focused on whether further exploration was needed to address the question of whether any changes should be made to the *Statement*.

It was clarified that the ICA's Articles of Association outlined a specific process for making any changes to the *Statement*. No modifications, not even a single word, could be made unless the members agreed to convene a Congress specifically to discuss potential changes. The timing and location of such a Congress would be determined by the ICA Board, following consultation with members. The Congress would serve as a platform for collective deliberation, facilitating the exchange of ideas and reaching a near consensus on whether changes were warranted and, if so, what changes should be made. Any outcome from the Congress would subsequently require affirmation by a General Assembly, likely held immediately after the Congress at the same venue.

Members were reminded that voting in favour of the second resolution did not mean approving the draft version of the *Statement* included in the meeting materials. That draft served solely as a starting point for discussion, providing members with a concrete framework to critique and consider. It was emphasized that the resolution did not commit members to making any changes. Instead, it sought their agreement to continue the consultation process.

A "no" vote on the resolution would signify the closure of the Cooperative Identity Consultation, which began three years ago. This would effectively mean no further exploration of changes to the *Statement* and an affirmation that the current version, adopted in 1995, remained sufficient. By deciding not to proceed, members would leave custody of the *Statement* to future generations of cooperators, confirming that for the present, the *Identity Statement* required no amendments.

It was emphasized that the second resolution, concerning the continuation of the review of the *Statement on the Cooperative Identity*, was entirely independent of the first resolution, which addressed recommended action steps for strengthening the cooperative identity. How members would vote on one resolution would have no effect on the other, underscoring the importance of treating each decision separately.

The second resolution proposed convening a Congress in the future to deliberate on potential changes to the *Statement on the Cooperative Identity*. However, it was clarified that such a Congress would not take place before 2026, given the current scheduling commitments on the ICA calendar. A positive vote on this resolution would allow for a thorough consultation with members, providing ample time to celebrate the International Year of Cooperatives and to engage with the membership on possible changes to the statement.

Importantly, a vote to hold a Congress would not impact the immediate implementation of the recommendations outlined in the first resolution. Those recommendations, if approved, would be acted upon independently of the outcome of the second resolution. This distinction allowed members who believed the *Identity Statement* remained sufficient in its current form to vote against further consultation while still supporting the recommended action steps for strengthening the cooperative identity.

The next steps were outlined should the resolution calling for a Congress be adopted. The ICA Board would determine a date and location for the Congress, not before 2026. A consultation process would then be launched, engaging regions, sectoral organizations, and the broader membership to explore possible changes to the *Identity Statement*. The Congress itself would then convene to decide whether changes are necessary and, if so, what those changes should be.

A final clarification was provided regarding the process for amending the *Statement on the Cooperative Identity* if a Congress was agreed upon. Should the Congress take place in 2026 and reach a consensus on proposed changes, those changes would require approval at a General Assembly convened immediately after the Congress.

To ensure the legitimacy of such decisions, the General Assembly had to meet specific quorum requirements, with at least half of the ICA's members either present or represented. For the proposed changes to take effect, the vote had to achieve a simple majority of 50% plus one.

With these procedural details clarified, the Assembly prepared to move forward with the decision-making process. Ariel GUARCO thanked Alexandra WILSON and opened the floor for debate before proceeding to a vote.

DEBATE:

Giuseppe GUERINI expressed appreciation and congratulations to Alexandra WILSON for her exceptional and significant work. While voicing strong agreement with the proposals, he highlighted an important consideration: the necessity of conducting an impact assessment to evaluate the legislative consequences of any changes to the *Statement on the Cooperative Identity*. Giuseppe GUERINI emphasized that the cooperative principles were not only foundational within the movement but also served as critical references in international institutions, such as the United Nations and the International Labour Organization and underpinned legislative processes in various countries. The example of Principle 3—concerning indivisible reserves—was cited. A proposed change to redefine these reserves as "reserves for future needs" could inadvertently alter their legal interpretation. For instance, under Italian legislation, indivisible reserves were exempt from taxation, but a redefinition could lead to their taxation. Similar concerns were raised regarding ongoing disputes in the European Justice Court about cooperative taxation in Italy and Spain, where indivisible reserves were a key legal justification for cooperative tax benefits. Given these potential implications, Giuseppe GUERINI proposed adding a clause to the second resolution to mandate an impact assessment of the legislative consequences of any proposed changes to the principles. This step would ensure that updates to the cooperative identity not only align with contemporary needs but also account for their potential effects on legal frameworks globally. The suggestion was framed as a precautionary measure to balance the modernization of cooperative principles with careful consideration of their broader legislative impacts. He reiterated his support for the ongoing work and expressed gratitude for the opportunity to share these recommendations with the Assembly.

Alexandra WILSON responded by emphasizing the importance of adopting a measured and deliberate approach when considering changes. She pointed out that the example provided regarding legislative impacts illustrated why it was crucial to proceed at the appropriate pace and with a structured process. A specific, well-drafted proposal was necessary for members to evaluate potential changes effectively, even though such a proposal was not yet up for a vote and could differ significantly from what was eventually decided through further consultation, a Congress, and the subsequent General Assembly. Alexandra WILSON highlighted the complexity of finding the right language for potential updates, noting that while there could be broad agreement on certain concepts, achieving consensus on precise wording could be challenging. She stressed that this effort had to be extended beyond English, as the ICA operated with three official languages: English, French, and Spanish. She revealed that discrepancies existed within the current translations of the *Statement*, with at least three French and two Spanish versions circulating within the ICA. These discrepancies created inconsistencies between what was conveyed in different languages. Alexandra WILSON underscored that any future process to draft changes would

ensure equal attention were given to all three official languages. The goal should be to create harmonized, accurate translations that would avoid introducing new issues for members.

Keshab PRASHAD BADAL representing the National Cooperative Federation of Nepal, expressed gratitude for the opportunity to address the Assembly and shared that since 2015, his organization had been engaged in discussions regarding the explanatory document on the seven cooperative principles. Reflecting on the leadership of Alexandra WILSON and the ongoing discussions, he acknowledged the valuable ideas presented while calling for further deliberation on proposed changes to the cooperative principles. Keshab PRASHAD BADAL underscored the necessity of dedicating more time to discussing major issues confronting the cooperative movement globally. Highlighting the challenges posed by liberalization, privatization, and globalization, he noted that these dynamics were threatening the cooperative movement worldwide, including in Nepal, India, China, and beyond. He also pointed to rising forces opposing cooperatives, emphasizing the need for serious attention to these threats. While acknowledging that the proposed changes were not inherently negative, he reiterated the need for broader and deeper discussions before any amendments were finalized. Concluding his intervention, he expressed his appreciation to the ICA President and thanked the Assembly for allowing him to share his views on behalf of the Nepalese delegation.

Melina MORRISON, representing the Business Council of Cooperatives and Mutuals in Australia and Australian ICA members, addressed the Assembly with gratitude. She began by aligning with her Italian colleague's earlier remarks, emphasizing the importance of carefully considering the potential legislative impacts of any changes to the *Statement on the Cooperative Identity*. She stressed that such changes had to be deliberated with great care, given the foundational nature of the principles to the identity of the cooperative movement. Melina MORRISON elaborated on the challenges specific to her jurisdiction, noting that any amendments to the *Statement* could necessitate updates to the legal statutes governing cooperatives in her region. Such updates would require parliamentary processes, which could be lengthy, onerous, and uncertain in their outcomes. She pointed out that this view aligned with that of the ICA's Law Committee, which also raised concerns during its discussions with the Cooperative Identity Advisory Group. As co-vice chair of the Advisory Group, she expressed pride in the group's efforts and acknowledged the immense work undertaken over more than two years under the leadership of Alexandra WILSON. She highlighted the need to maintain trust and accountability within the cooperative movement, particularly as the International Year of Cooperatives were approaching. Over the next year, the global movement would focus on educating the public about cooperative principles, making it crucial to avoid presenting potential changes that could undermine this educational effort. She referenced the results of the extensive two-year consultation process, which revealed widespread satisfaction with the current *Statement*. While the consultation highlighted low awareness of the guidance notes and other resources contextualizing the *Statement*, it affirmed the *Statement's* efficacy as a steward of cooperative principles and a foundation for contextualizing these principles for diverse stakeholders. Melina MORRISON underscored that the *Statement* effectively served as both the formal steward of the principles and a foundational framework from which cooperatives and various organizations contextualized these principles. And recognizing the pressing need to modernize and update the guidance notes, along with enhancing resources that members could immediately utilize to effectively communicate the principles, this area was identified as the urgent focus for the ICA and the movement. Prioritizing this approach would help avoid imposing additional administrative burdens on members in the future. She concluded by thanking the Assembly for the opportunity to share her perspective.

Francesca OTTOLENGHI, representing the Italian Cooperative Alliance, took the floor and agreed with Giuseppe GUERINI about the necessity of updating and modernizing the process. She proposed the introduction of a specific methodology to guide this effort, including a clear timeline and structured opportunities to engage regional offices and address legislative aspects. By implementing a step-by-step methodology, the process could ensure terminological consistency, thoroughness and inclusivity, addressing both regional considerations and legislative implications effectively. Francesca OTTOLENGHI concluded by reiterating the importance of this structured approach to achieving meaningful and well-supported updates.

Alexandra WILSON acknowledged the relevance of the comments and highlighted that the Advisory Group had developed criteria for evaluating proposals to amend the *Statement on the Cooperative Identity*. She proposed reviewing these criteria within the Advisory Group before presenting them to the ICA Board for approval, noting that they addressed key concerns such as legislative impacts. Alexandra WILSON further stated that, if the resolution was approved, the Board would outline a clear process for consultations, detailing whom to engage and how to proceed. She emphasized the need for a clear process to carefully evaluate proposed changes to the *Statement on the Cooperative Identity* during a Congress. She suggested that the Cooperative Identity Advisory Group could define this process and present recommendations to the ICA Board, potentially at the April 2025 meeting, with the agreement of President.

Jiro ITO, representing the Japanese Cooperative Movement, emphasized the importance of revising the *Statement on the Cooperative Identity* to reflect the significant changes the world had undergone since its adoption in 1995. He highlighted that discussing revisions to the *Statement* aligned with addressing how cooperatives could contribute to creating a sustainable society, particularly in the context of the Sustainable Development Goals (SDGs). While supporting the need for revision, he acknowledged concerns about the adequacy of prior discussions. He proposed that, if the resolution were to be adopted, the ICA Board should establish a schedule toward the Congress that would ensure ample time for deliberation and thanked the Assembly.

Iñigo ALBIZURI LANDAZABAL, from COCETA, expressed concerns about the potential national implications of even minor modifications to the *Statement*. He questioned the urgency of deciding on holding a Congress, emphasizing the lengthy nature of the process. While acknowledging the value of updates, he stressed that this year, being a celebration of the cooperative movement, was not the appropriate moment to introduce changes. He echoed the sentiments of Melina MORRISON, emphasizing the importance of unity during this celebratory period. The suggestion was made to delay setting a Congress date until a consensus has been reached. Given the timeline constraints highlighted by Alexandra WILSON, Iñigo ALBIZURI LANDAZABAL proposed that, after decades of shared history and values, the cooperative movement should approach the Congress with clarity and strength, free from doubts, to ensure an impactful outcome.

Alexandra WILSON addressed the concerns by explaining that the *Articles of Association* provided a clear and prescriptive process for making changes to the *Statement*. This structure was carried forward from the previous ICA bylaws to ensure careful consideration in any proposed modifications. She highlighted historical precedence, noting that the *Statement* was first adopted in 1995, which included updates to the cooperative principles. In 2011, during a General Assembly in Cancun, Mexico, members raised concerns that the *Statement* did not adequately address cooperatives' responsibility to the environment. This prompted the creation of guidance notes to ensure clarity. However, Alexandra WILSON pointed out the system was structured to minimize the need for addressing ad hoc suggestions and emphasized that any changes to foundational elements, like the principles, should follow a thorough and deliberate review process. Alexandra

WILSON explained that while the ICA Board had the authority to convene a Congress and that it could not independently initiate consultations on specific changes to the *Statement* without members approval. If members voted against convening a Congress, the consultation process could conclude. However, a positive vote would allow the process to continue, ensuring careful deliberation over a flexible timeline.

María Eugenia PEREZ ZEA of Columbia, COOMEVA, Columbian Association of Cooperatives, was a member of the Cooperative Identity Advisory Group, as well as a member of the Committee Identity Committee analysing the *Statement*, expressed a differing opinion. She argued that the Assembly should decide on the convening of a Congress to study and approve a new *Identity Statement*. She acknowledged that the proposals in the first resolution introduced essential adjustments. However, she suggested that a second stage involving the Board could call for a deeper analysis if needed. María Eugenia PEREZ ZEA emphasized that the cooperative identity was dynamic and evolved over time, adapting to new realities and conceptual developments within cooperative practice. She continued by highlighting that the developments since the Manchester Declaration had led to the current process of reflection. She emphasized that the ICA Board had the authority to convene a meeting to analyse and propose potential modifications to the *Statement*. María Eugenia PEREZ ZEA suggested that the focus should be on conceptual updates rather than altering the cooperative principles themselves. She underscored the significant effort over the years in building awareness within legislative frameworks, legal interpretations, and organizations to establish a cooperative identity, which distinguished cooperatives from other market entities. María Eugenia PEREZ ZEA emphasized that cooperative identity served as the defining feature of cooperatives, distinguishing them from commercial entities and other organizations. She underscored that discussing cooperative identity was essential for fostering a sense of belonging among members to a unique type of organization. María Eugenia PEREZ ZEA characterized cooperative identity as part of an ongoing process of learning and improvement. While the *Manchester Declaration* had provided a strong and consistent foundation, updates and refinements could be made over time as cooperatives had evolved. She explained that the Board had the authority to convene a forum or conference focused on analysing cooperative identity and stressed that this responsibility could not be denied. She expressed support for both the first and second resolutions, noting that they reflected a constructive process. She clarified that even if the second resolution was rejected, it would not terminate the ongoing efforts to interpret and analyse the *Statement on the Cooperative Identity*. These efforts, she noted, were the result of previous work and a response to evolving realities faced by cooperatives, including emerging legislative frameworks. María Eugenia PEREZ ZEA aligned with Iñigo ALBIZURI LANDAZABAL's view regarding the lack of urgency in convening a cooperative Congress at this time. She argued that without a concrete and specific declaration to analyse, calling for a Congress could create unnecessary expectations and uncertainty about the interpretation of cooperative identity. She emphasized that the current process was a continuous and constructive effort involving expert analysis, practical experiences, and evolving realities. She noted that this ongoing reflection was essential to the development of cooperative identity. However, she clarified that choosing not to convene a congress today did not preclude the possibility of calling one in the future.

Ana AGUIRRE, from the Youth Committee, shared her concerns. She acknowledged her involvement in the CIAG but explained to still feeling some confusion regarding the implications of the two resolutions, particularly how they would impact different regions and legislative frameworks. She suggested a practical approach to address the ongoing complexities and clarifications. She proposed that, instead of making an immediate decision, the members utilize the time leading up to the Manchester meeting in July to prepare thoroughly. This six-month interval, she suggested, could allow for more focused homework and deliberations, enabling the members to arrive at the

meeting with well-defined and straightforward proposals. She emphasized the importance of thorough preparation before making any significant decisions. She suggested that members use the lead-up to the Manchester meeting to engage in meaningful pre-work, enabling them to cast informed votes at that time. Ana AGUIRRE expressed concern about the current back-and-forth debates regarding the potential impacts of the resolutions, which she felt lacked clarity and consensus. Highlighting her commitment to the cooperative movement, Ana AGUIRRE stated her desire to ensure long-term stability in any decisions made, as she envisioned these changes shaping the movement for decades to come. With this perspective, she proposed postponing the vote on the resolutions until the next meeting, allowing for more comprehensive discussions and consensus-building. She inquired whether such a postponement would be feasible within the procedural framework.

Alexandra WILSON clarified that members retained the authority to request the Board to convene a Congress to consider revisions to the *Statement on the Cooperative Identity* at any time. This could be decided during the current session, at the meeting in Manchester next July, or even many years in the future. However, she highlighted a critical issue with delaying the decision until July such as what productive steps would be taken in the interim. The process required careful sequencing of activities to adequately examine the implications of any proposed changes. Without a clear plan for interim actions, postponing the decision could hinder progress and disrupt the thoroughness of the review process. Alexandra WILSON emphasized the importance of deliberate consideration before making any changes to the *Statement on the Cooperative Identity*. She pointed out the necessity of having specific proposals to evaluate the implications of any revisions. For example, the idea of "modernizing language" could not be assessed without knowing the exact wording being proposed, as implications depended entirely on the specific language used. She illustrated this with the discussion about reserves and whether they were taxed. Even small, unintentional wording changes, like those in the draft shared prior to the meeting, could inadvertently alter the meaning and lead to undesirable consequences, such as losing preferential tax treatment for indivisible reserves. She assured the audience that such unintended outcomes would be avoided by refining the language. Alexandra WILSON emphasized the importance of considering the course of action for the next six months if the decision was delayed. She suggested evaluating whether the process should continue with consultations or be temporarily suspended until the matter was revisited. Alexandra WILSON expressed her belief that if a decision was not made today to ask the Board to convene a Congress, no significant progress would be made over the next six months. She noted that the focus on the International Year of Cooperatives could divert attention, leaving the Advisory Group uncertain about whether to continue working on alternative versions of the *Statement*, as there would be no clear indication of the members' openness to potential changes. She emphasized that voting to ask the Board to call a Congress would not set a fixed time or place for it. Instead, the resolution entrusted the Board with the responsibility to decide when and where the Congress should be held. This allowed the Board the flexibility to carefully consider and determine the most appropriate timing and venue. Furthermore, Alexandra WILSON pointed out that the Board, through ongoing consultations, could assess whether there was sufficient interest and consensus among members for changes to the *Statement*. If the Board determined that support for changes was insufficient, it could recommend against holding a Congress, leaving the final decision in the hands of the members.

Ariel GUARCO began by expressing gratitude and noted that the Assembly had already had the opportunity to share their views. He reflected on the significance of the moment, emphasizing that the Assembly was exercising its full right to express opinions in a democratic setting. He remarked that the process was about deciding what the members wanted or did not want to do and clarified that it was not a matter of winning or losing. The President mentioned that the discussion should

not be seen as a confrontation of ideas but rather as a proposal for consideration, based on thorough analysis and study. He stated that the outcomes could include full approval, partial approval, or even a decision to take more time for reflection, but underlined that this process should not be interpreted as a conflict. He assured the Assembly that the exercise of democracy was not about someone emerging as a loser and reiterated that it would not be problematic if the Assembly decided to take additional time. The President affirmed that any decision made by the Assembly would have the full support of the Presidency, with complete dedication. Ariel GUARCO explained that proposals unanimously endorsed by the Board and accepted during the approval of the agenda could not simply be withdrawn from the Assembly. He encouraged the members to vote, noting that the potential outcomes were already fairly clear. He assured them that no progress would be stalled, no initiative put at risk, and no voice silenced indefinitely. The President further explained that decisions made during the Assembly could be revisited, reviewed, or reaffirmed in the future, whether in six, seven, or eight months. He sought to alleviate any pressure on members, stating that the decision at hand was one of many and not a matter of life or death. He shared that he was pleased and not at all worried about the process, expressing happiness that it was unfolding in this manner. He acknowledged the genuine and sincere concerns expressed in recent days but emphasized the importance of approaching them calmly and without anxiety. He shared that his response to concerned members had been to advise patience and a measured approach, noting that there would be many opportunities to revisit, revise, or propose new solutions. Ariel GUARCO reminded the Assembly that it was a sovereign body and the voice of the cooperative movement. He described the Assembly as the most important moment in the life of an organization like the International Cooperative Alliance. He encouraged the members to honour this moment with responsibility rather than fear, urging them to vote according to their convictions, respect the outcomes, and take pride in their ability to dissent and debate. The President expressed satisfaction that the Assembly had openly expressed its perspectives, considered a proposal, and listened to all voices. He stated that the outcome of the Assembly's decision would be carried forward. If the decision was to delay the process, the President noted that it could be revisited at a future Assembly, such as the one in Manchester. If the decision was to move forward, he urged members not to fear that excessive risks were being taken. He highlighted the responsibility of the Board, which represents the members, and expressed confidence in the Board's ability to act with the necessary caution. The President reminded the Assembly that the Board had listened to all positions, both in past discussions and during the current Assembly, and had unanimously agreed to present the two resolutions.

Ariel GUARCO concluded by emphasizing that there was no cause for concern and that the democratic process was a reason for pride and celebration. He expressed satisfaction that the Assembly had engaged in open and constructive dialogue and stated that he was proud of the democratic process. The President then proposed submitting the Board's recommendations for a vote. It was then explicitly clarified that the first vote would address the recommendations independently and was unrelated to the second vote on the proposed Congress. The process began with a call for abstentions, followed by a request for those voting against to raise their hands clearly to ensure accurate counting. The vote specifically concerned the first recommendation outlined in the distributed document. Alexandra WILSON was invited to offer further commentary on the matter.

Alexandra WILSON clarified the nature of the first recommendation, addressing potential confusion among attendees. The recommendation, included in the meeting materials, outlined a series of recommendations for the ICA and its members to strengthen the cooperative identity. These recommendations were categorized into four key areas: articulating, living, communicating, and protecting the cooperative identity. It was emphasized that the first resolution was not related to convening a Congress or making changes to the *Statement on the Cooperative Identity*. Instead, it

focused solely on actionable steps to enhance and reinforce the cooperative identity. Attendees were reminded that these details were provided in their meeting materials for reference.

It was reiterated by the President that the two questions under discussion were entirely separate. The current vote was not related to the Congress but focused solely on the matters outlined in the received document, specifically addressing the articulation, communication, and protection of the cooperative identity.

Iñigo ALBIZURI LANDAZABAL noted a possible confusion, as previously mentioned by Alexandra WILSON, regarding the nature of the proposed recommendations. He expressed concern that some individuals perceive potential risks in implementing certain recommendations as currently formulated, which could lead to unforeseen problems that had not yet been fully assessed. The question posed was whether approving the recommendations in their entirety would mean accepting these risks. He further highlighted that the recommendations were presented as a single block rather than being separated, referencing Giuseppe GUERINI's earlier remarks, which conveyed agreement with many recommendations but reservations about specific ones that could pose potential risks. He concluded explaining that the Assembly could not vote for something that was not understood. He echoed the comment of Melina MORRISON and seeking clarity, he asked if a "yes" vote implied accepting these risks and suggested a "no" vote to avoid them. He also noted the Congress matter was not urgent and stressed the need for clear understanding before proceeding with a vote.

Alexandra WILSON clarified that the decision to vote on the recommendation rested entirely with the members. Addressing concerns raised earlier about indivisible reserves and tax regimes, she explained that those issues pertain to the *Statement on the Cooperative Identity* itself, not to the recommendations being voted on. She acknowledged some confusion and apologized for any lack of clarity in her earlier presentation. She emphasized that the recommendations under consideration focused on actions such as periodically refreshing the ICA's guidance notes. Alexandra WILSON clarified that the recommendations being voted on were practical action steps intended for either the ICA, its members, or both, to undertake collaboratively. Examples included developing a global communications strategy to promote awareness of the Cooperative Identity and monitoring legal frameworks for cooperatives through appropriate representative bodies. She reassured the Assembly that these recommendations carried no inherent risk and emphasized that implementation would not begin immediately. The Director General would integrate these recommendations into the ICA's work programs and strategic plan, ensuring thorough scrutiny by his team and regional directors. Any concerns identified during this process could be escalated to the Board. Alexandra WILSON acknowledged that the primary challenge lied in the extensive nature of the recommendations compared to the available resources but reiterated that they did not pose significant risks. She also noted that earlier concerns, such as those raised by Melina MORRISON, appeared to relate to the *Statement*, which was not under discussion in this resolution.

Melina MORRISON expressed support for Alexandra WILSON's explanation regarding the first set of recommendations. She emphasized that these proactive actions were designed to strengthen the Cooperative Identity through enhanced communication strategies, the development of knowledge networks, and other constructive measures. She highlighted that these recommendations were vital ideas emerging from the consultation process and reassured the Assembly that they did not involve any risks or implications for legal statutes.

Giuseppe GUERINI raised concerns regarding the proposed rewording of Principle Three in the *Statement on the Cooperative Identity*. He pointed out that the original language referred to

cooperatives establishing reserves, with at least part of them being indivisible. In contrast, the new proposal suggests reserves to meet future cooperative needs, which he argued represented a significant conceptual shift. He reiterated his earlier request to include an impact evaluation to assess the implications of such changes. However, if an impact evaluation could not be conducted, he suggested it would be prudent to postpone any decisions on the matter. Giuseppe GUERINI emphasized that while the process had been discussed extensively at the Board level, specific proposals were not addressed in detail at that time. He added a final remark, noting that during a meeting of the Cooperative Committee on Law held the previous evening, concerns were raised by a professor involved with the committee. The professor highlighted potential legislative risks associated with the proposed changes to the Cooperative Identity *Statement*. He mentioned that the committee was currently consulting on the matter and planned to continue these discussions in May. Giuseppe GUERINI emphasized that the Board had not yet thoroughly reviewed the committee's opinions on this subject. Given this, he proposed taking additional time to carefully consider the implications before making any decisions.

Alexandra WILSON clarified that the concerns raised by Giuseppe GUERINI pertained to the second resolution, which focused on whether to request the Board to convene a Congress to consider revisions to the *Statement*. She recommended that the Assembly first concentrate on the first resolution, which outlined actionable steps for the Board and members. Alexandra WILSON emphasized that none of the steps in the first resolution related to or imposed any commitments regarding the *Statement on the Cooperative Identity*. She reiterated that if Jeroen DOUGLAS and his team encountered challenges with the specific actions outlined, these issues could be addressed with the Board, which would then determine the most appropriate way to proceed. Importantly, these challenges would not involve the *Statement* itself but rather the outlined action steps. Alexandra WILSON concluded by suggesting that the President move forward with voting on the first recommendation before returning to discussions regarding the second recommendation on the *Statement*.

Petar STEFANOV addressed the Assembly, expressing his satisfaction with humour that the discussion did not extend to revising the membership fee and voting rights systems at this time. He acknowledged the detailed interventions from members and voiced his support for continuing consultations. Petar STEFANOV emphasized the importance of thorough preparation and clarity, aiming to present a well-informed and precise decision at the General Assembly in Manchester next year. He concluded by thanking the Assembly.

The President addressed the Assembly emphasizing that the discussion had to transition to decision-making. He reminded the members not to dramatize the situation, as the matter at hand was not critical or irrevocable. Acknowledging the weight of real-life challenges, he framed the current decision as part of a collective process, urging members to approach it without unnecessary pressure. He clarified that no decision made at the Assembly would mark the end of a cooperative movement with over two centuries of history. Instead, the decisions represented steps within a legacy that predated the current leadership. Addressing the confusion arising from the inclusion of non-voting material in the provided documents, the President reassured the members that the first recommendation was non-contentious and posed no risks. For those feeling uncertain or hesitant, he encouraged them to express their concerns through their votes, affirming that voting was central to the democratic process. He assured members that the second recommendation, concerning the call for a Congress, also allowed for deliberation and safeguards. The President concluded by urging members to vote with calm, responsibility, and confidence. He stressed that the goal was to enable forward progress—whether at a slower pace or with pauses—

but always looking ahead. He closed his remarks by calling for the Assembly to proceed with voting on the first recommendation.

The General Assembly approved by majority the first Recommendation with 0 abstentions and 20 votes against.

The President transitioned to addressing the second recommendation, which involved approving the call for a Congress. He initiated the voting process by asking for abstentions and encouraged members to notify if their votes were not visible. As he moved to tally votes, the President paused the process, citing uncertainty due to confusion arising from raised hands in the room. To ensure accuracy and avoid misunderstandings, he proposed a motion to conduct the vote using paper ballots in a ballot box. This procedural adjustment, he explained, would provide clarity and certainty for the final count. The President continued by asking for a seconder to his motion, which was promptly provided. He emphasized the importance of each ballot representing a single vote and instructed all members to listen carefully to the process. To ensure transparency and fairness, the President requested the assistance of two vote supervisors, preferably bilingual in English, to aid the process. He announced the selection of Eliud Juarbe CRUZ from Grupo Cooperativo Seguro Múltiples of Puerto Rico, and Alireza BANAEIFAR from the Iran Chamber of Cooperatives, introducing them to the Assembly for clarity. He then reminded the Assembly to use the A ballots and to only vote in the presence of one of the vote supervisors.

When the votes for the second recommendation from the CIAG were finalised, Alireza BANAEIFAR came to the stage and presented the results of the votes explaining that they were counted twice.

Total of votes: 566

Invalid: 0

Blanks: 3

Abstain: 17

Against: 209

In favour: 337

The General Assembly approved by majority the second Recommendation from CIAG with 17 abstentions and 209 votes against and 337 votes in favour.

2025 ICA GENERAL ASSEMBLY

Ariel GUARCO proceeded to address the final point on the agenda concerning the next General Assembly of the International Cooperative Alliance. He informed the Assembly that on Monday, the Board of Directors had accepted an invitation from the UK cooperative movement to host the next General Assembly in Manchester on July 3, 2025.

The President clarified that, under Belgian law, the ICA General Assembly must be held before July 1 each year. However, the ICA's legal advisors had confirmed that the Assembly could be postponed until July 3, 2025, provided the current General Assembly had approved this decision.

The President presented the Board's recommendation to the Assembly for consideration. He requested approval to reschedule the 2025 General Assembly and hold it in Manchester, United Kingdom, on July 3, 2025.

The General Assembly was unanimous in approving the recommendation of the Board to postpone the 2025 General Assembly and hold it in Manchester, United Kingdom, in July 2025.

Rose MARLEY expressed her gratitude to the Assembly for accepting her onto the ICA Board and approving Manchester as the host city for the 2025 General Assembly. She highlighted the historical significance of Greater Manchester as the birthplace of the Rochdale Pioneers, marking 180 years since they established a cooperative rooted in the values and principles upheld by cooperatives worldwide today. She assured attendees of an exceptional program designed to showcase how cooperatives contribute to building a better world.

The President formally closed the General Assembly, noting that all agenda items had been addressed. He extended his gratitude to all participants for their presence and for representing their respective ICA member organizations during the Assembly. The President extended his heartfelt thanks to several key contributors. He expressed gratitude to the members of the ICA Board of Directors who supported him throughout the Assembly. Appreciation was also directed to the entire ICA staff and technical team for their invaluable assistance during the event. Additionally, he acknowledged the interpreters, whose efforts facilitated communication among participants.

Finally, he conveyed profound gratitude to the ICA member organizations in India for their generous hospitality, meticulous planning, and thoughtful attention to every detail of this significant event. He highlighted the priceless memories created during the gathering in this enchanting country, culminating in the planned visit to the iconic Taj Mahal.

* * *

The President officially adjourned the 2024 General Assembly at 14:20.

**APPROVAL OF THE MINUTES OF THE ICA GENERAL ASSEMBLY HELD
ON 29 NOVEMBER 2024**



YES	
NO	
ABSTAIN	

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

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

New At-large Directors

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

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

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

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

1. *George Magutu from Kenya*

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

Macloud Malonza from Kenya



Mr. Macloud Malonza MBS, HSC is the ICA-Africa Vice President, Group Chairman Cooperative Bank of Kenya Ltd, Chairman of the Cooperative Alliance of Kenya, Chairman Harambee DT Sacco, Director Kingdom Bank, Director Cooperative Insurance Cooperative Society Ltd, Director Management consultancy services, State Department for Public Services and Human Capital Development. He is a veteran in the Cooperative Movement in Kenya.

Mr. Malonza is a highly trained as he holds a Bachelor of Arts degree, a Masters in Organizational Change and Development, M.BA, Post-graduate Diploma in Management & Information Systems, Certificate in Strategic Planning & Management among other qualifications; Post Graduate Diploma on Management and Information Systems(UK), Strategic Leadership and Development Course, Certified Sacco Director (Foundation Level), Certified Human Resource Consultant Member Institute of Directors -Kenya and Member Kenya Institute of Management.



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

YES	
NO	
ABSTAIN	

New Vice Presidents & Sectoral Representatives

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

New Vice President

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

Vice President, Europe



Giuseppe Guerini

Giuseppe Guerini was elected as Cooperatives Europe new President on 2 June 2025 for four years. He succeeded Petar Stefanov from CCU Bulgaria, who served as President since 2024.

Guerini brings extensive cooperative experience, having served as President of CECOP–CICOPA Europe, Vice-President of CICOPA, and as a board member of Cooperatives Europe and the International Cooperative Alliance. He is also a long-standing member of the European Economic and Social Committee (EESC), where he has authored over 30 policy opinions, among them many concerning social economy and cooperative entrepreneurship.

Note that Guerini was one of the eight representatives of the Sectoral Organisations, representing CICOPA and thus that seat on the ICA Board is now vacant.

New Sectoral Representatives

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

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

Consumer Cooperatives Worldwide (CCW)



Dr Petar Stefanov

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

Marco Pedroni temporarily replaced Dr Stefanov as sectoral representative on the ICA Board while he was Vice President for Europe on the ICA Board for one year.

7. Director General's Report

Update 2024-2025

1. *At a glance – management letter*

A historical highlight was the launch of the UN International Year of Cooperatives 2025 (IYC2025) in New Delhi by Hon. Prime Minister Narendra Modi on November 25th, during the ICA Global Cooperative Conference, attended by over 3,000 participants. Our deepest thanks go to IFFCO as co-host, and its leader and latest Rochdale Pioneer Award winner Dr US Awasthi; and to Kenya, Mongolia, UN-DESA, and COPAC for their crucial contributions towards IYC2025. This festive year with all the spotlights on our movement, sets the stage for unparalleled global recognition, as well as the shaping of our 2030 agenda.

The years 2024 and 2025 are marking significant strides for the ICA. We began developing the ICA Strategy 2026-2030, with strong support from the entire movement. Special thanks to 2019 Rochdale Pioneer Award winner Howard Brodksy of CCA Global and team for having donated so much brainpower to make the new strategy comprehensive and future-ready. Internally, I'm proud to report a vital financial turnaround: after five years of losses, the ICA achieved a €250,000 profit, a testament to the dedication of our entire team, including regional offices, connected sectors and thematic committees, as well as the Global Board, under the leadership of President Ariel Guarco. This stability is crucial for our future.

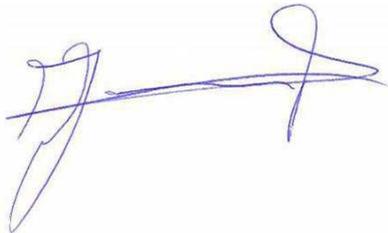
We also solidified external partnerships, commencing the 2nd Financial partnership with the European Union and Fairtrade International, as well as with the United Arab Emirates Government. Crucially, we initiated an innovation agenda focusing on digital services, regenerative agriculture, the cooperative cultural heritage programme, and the CM50 business circle (cm50.coop), recognizing vast business opportunities beyond our core advocacy. I expect therefore 2025 to also be financially healthy.

Internally, we are working strongly to restructure towards one organization with one strategy and one brand recognition. Through the build up of an updated Governance Framework, with improvements in the Articles of Association, in particular on proper accountability and line management, a new Code of Conduct linked to a whistleblowers protocol, a refreshed

HR Manual, and a solid onboarding programme for Board members and staff, ICA prepares for a next level of professional operations.

Accelerated by the IYC2025, we are laying strong foundations for 2025 and beyond. I eagerly anticipate continuing this journey with all of you, forging an even stronger, more prosperous global cooperative movement.

In cooperation,



Jeroen Douglas, Director General - ICA

2. The rapidly changing outside

Since the unveiling of our 2025 annual plan last November at the General Assembly in New Delhi, the most significant development has been the alarming global contraction of civic space. Argentine President Milei's "chainsaw" metaphor starkly illustrates authoritarian strategies: the dismantling of legal frameworks and suppression of citizen engagement in the pursuit of democracy, inclusivity, justice, and peace. The global landscape is increasingly precarious due to the rise of the far-right and reliance on brute force. This is evident in the militia-driven civil wars in Sudan and in the Democratic Republic of Congo; Italy's proposed "anti-Gandhi bill" criminalizing peaceful protest; substantial gains by Germany's ultra-right Alternative für Deutschland (AfD); renewed China-India and India-Pakistan tensions over their Himalayan and Kashmir border; resurgent violence in Syria; the unresolved Gaza-Israel conflict; and the ongoing Russia-Ukraine war, unfolding amid nuclear threats and the specter of a third world war. Adding to this complexity is a fractured, ineffectual Europe grappling with reinvention, as the United States adopts an isolationist, 'pure power' doctrine, signaling the end of 'globalization from above'.

As the global drift towards autocracy intensifies, civil society faces unprecedented trials. Thematic priorities fundamental to the cooperative movement—such as addressing the climate emergency, advocating for equitable access and fair wealth distribution, defending democratic principles, and expressing solidarity with impoverished populations—are increasingly repressed. These concerns are frequently viewed as impediments to 'Our Nation First' agendas. Perhaps the most striking illustration of this antagonism towards cooperative values is the abrupt termination of USAID, a prominent global development agency, which the wealthiest individual on earth designated a 'criminal organization.' This decision effectively severs vital support from millions of the world's most vulnerable people. Plutocrats worldwide are building a populist, and anti-democratic agenda.

In this challenging global landscape, civil society, including the vast corpus of cooperative enterprises, continues to hold the line and make a difference. People-powered mobilizations and targeted actions have led to significant victories for gender equality, human rights, and climate justice. Both locally and globally, civil society and citizen action remain a vital source of hope for defending and advancing civic space.

Against this backdrop, the 2025 UN International Year of Cooperatives (IYC2025)—the second edition in just 12 years—arises to spread hope. The world urgently needs the strong message of a human-centric economy, where members of cooperatives and mutuals build a better world. The ICA is that continued voice of the 'globalization from below'.

3. Our response

Since the momentous inauguration of IYC2025 by India's Prime Minister Narendra Modi on November 25th, International Co-operative Alliance (ICA) members worldwide have been actively engaged in practicing, promoting, and protecting the cooperative movement. IYC2025 is in full swing, marked by numerous activities and celebrations globally, showcasing the power of grassroots globalization for a better world.

The ICA Global Office is providing coordination and comprehensive communication for IYC2025 and spearheading CM50, an ambitious C-Suite Network for larger cooperatives focused on global impact and Sustainable Development Goal (SDG) partnerships. CM50 (cm50.coop) will be launched during the 2nd UN World Summit for Social Development in Doha, Qatar, from November 4-6. This event will coincide with a series of parallel activities: the official closure of IYC2025, the public launch of the ICA 2026-2030 Strategy, and the renewal of partnership plans with FAO, ILO, and other organizations.

This week, the ICA, in collaboration with the Co-operative Group and Coops UK, will host a series of events in Manchester, including our very ICA General Assembly, a programme visits to Rochdale, and much more. It is a celebrative gathering.

In mid-November, during the COP30/ICA gathering in Brazil, the Global Office and Brazilian OCB, along with dedicated partners, will launch the Global Cooperative Cultural Heritage Programme, featuring an initial collection of recognized tangible and intangible cooperative heritage.

Concurrently, the FFPA2 partnership with the European Commission is gaining momentum. The Memorandum of Understanding (MoU) with Fairtrade will facilitate enhanced collaboration on farmer support, while a new partnership with CSO Solidaridad will focus on Regenagri.org. We are also resuming collaboration with the UAE to develop a cooperative framework for the country and initiating an impact investment plan for cooperatives in Africa with Kampani.

Internally, the Global Office is refining its governance documents to ensure a robust and seamless election process, commencing at the end of this year. This includes an updated HR manual, amendments to the Articles of Association (AoA) regarding accountability, and the development of an integrity protocol encompassing a code of conduct and a whistleblower procedure. Furthermore, the recruitment of a new Regional Director for Africa has just been completed.

Financially, the Global Office is slowly recovering, although the situation remains challenging as some members will have problems on delivering their fees.

The below sections of this report will provide further details.

4. A new strategy 2026-2030

Reference agenda item 17 for the ICA Strategy 2026-2030.

5. Building partnerships with the 2026-2030 strategy – the future of ICA

The 2030 ICA Strategy partially depends on its implementation by setting up new partnerships under the new digital umbrella entitled Coop Cloud. The Coop Cloud aims at bundling multiple digital services that can deliver concrete benefits to members of the ICA, and also members of members of the ICA.

The Global Office is working on MoUs with Coop.Exchange in combination with OurWorld.tf, with theprinciple6.coop, regenagri.org and solidaridadnetwork.org, acorn.rabobank.com, as well as kampani.org and rikoito.org, and with DotCoop looking into the development of a global Coop Marque.

These partnerships will lead to future-proof services for the entire movement with access to branding/the label, finance, impact investment, business benchmarking – AI empowered, regenerative agriculture and carbon credit business as a climate change solution.

Example of partnership in the making: Global Cooperative Impact Fund

Access to finance has remained a key challenge for cooperatives worldwide. In response, ICA and its members began exploring viable solutions, and strong interest emerged to create an impact fund driven by cooperatives, for cooperatives. Rather than establishing a new fund from scratch, ICA decided to build on the successful model of Kampani – a Belgium-based €20 million Euro impact fund that has supported agri-cooperatives for over a decade.

To operationalize this initiative, ICA has held different meetings during the past year with Kampani, as well as Inpulse cooperative, which is a professional certified Fund Manager for impact funding. The model elaborated will be a newly created Special Purpose Vehicle (SPV), through which member contributions can be channeled. This SPV, the Global Cooperative Impact (GCI) fund, ensures that resources are directly and exclusively used to advance the cooperative sector, especially in underserved regions. The initial geographic focus will be Sub-Saharan Africa and Latin America, with plans to expand into Asia.

The GCI aims not only to provide critical financing to cooperatives but also to offer visibility to investor organizations and position cooperatives within the evolving international cooperation landscape – moving from grants to impact investment. In parallel, several meetings with the European Commission and the European Investment Bank have taken place, to unlock further potential capital for the cooperative movement. Approved unanimously by the ICA Board in November 2024 and integrated into the ICA Strategic Plan, this initiative is set to be a transformative step for cooperatives globally.

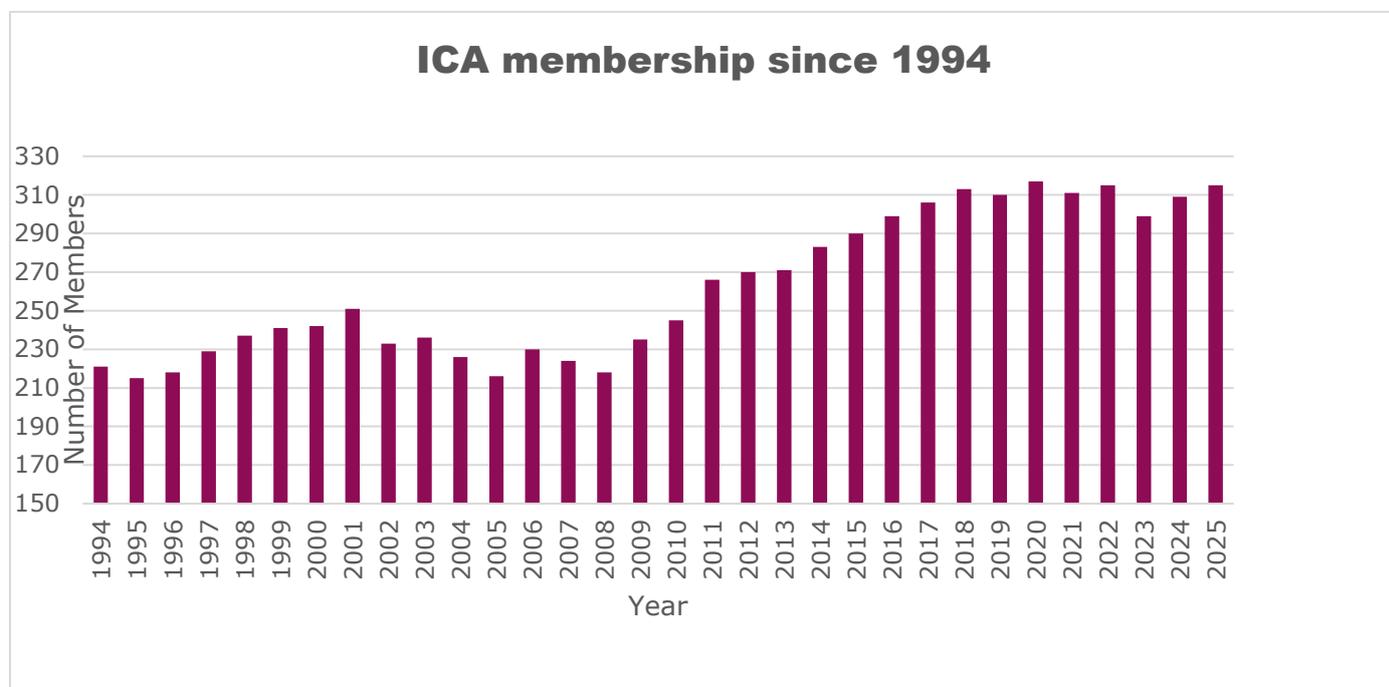
This suite of solutions will become part of a membership section on the ICA website during 2025, 2026 and 2027.

6. Membership

As of 31 December 2024, the ICA had 309 members from 105 countries of which 38 were Associate Members. In 2024, the ICA gained 15 new members during the year and lost 5 for a positive 3.34% growth rate. The ICA gained 3 new member countries and lost 1 member country. The new member countries are Rwanda, Liberia and Cambodia, and the lost member country is Kazakhstan.

Specific activities in 2024 included:

- Retain Members
 - Published 3 Members' Briefs to keep members better informed about what the ICA is doing at all levels.
 - Held 5 Members' Chats on the following topics: Coop Branding, meeting the new Director-General, ICA's Thematic Committees, Coop Law, and CoopsDay 2024.
- Recruit members
 - Kicked off the new Recruitment Campaign with the development of promotional materials including a [video about the ICA](#) and an interactive online [membership package](#) to help potential, new and current members understand the ICA.
 - Organized four Meet & Greets for potential members in coordination with various regions and sectors.



The ICA currently has 315 members from 106 countries, of which 276 are Full Members and 39 are Associate Members, so there is a positive 2 percent rate of growth. Specific activities so far this year included:

- Retain Members
 - Published two Members' Briefs to keep members better informed about what the ICA is doing at all levels in [January](#) and [May](#).
 - Held a Members' Chat on the new ICA-EC Partnership [#coops4dev](#) 🌐
- Recruit members
 - Organized two Meet & Greets for potential members.

There are many other activities planned for the second half of the year.

7. Advocacy

7a. Policy

Throughout the International Year of Cooperatives (IYC2025), ICA has been coordinating a global campaign together with its regional offices and sectors to elevate the visibility, recognition, and understanding of the cooperative model. This includes mobilizing members across regions to showcase impact stories, convene national and regional policy events, and establish national committees to drive local engagement.

In collaboration with COPAC, ICA is producing a series of [policy briefs](#) to highlight how cooperatives contribute to the Sustainable Development Goals (SDGs), starting with those under review at the [2025 UN High-Level Political Forum \(HLPF\)](#): SDGs 3, 5, 8, 14, and 17. ICA has also participated in high-level UN and global events to amplify cooperative voices and advance key advocacy objectives under IYC2025.

In support of member engagement, ICA and COPAC have developed advocacy and communication toolkits to guide awareness-raising efforts and activity reporting via the IYC website (<https://2025.coop/>). The official UN closing event for IYC will take place during the [World Social Summit \(WSS\)](#) in Doha, with high-level participation from governments, UN bodies, and cooperative and mutual leaders.

CM50

The [Cooperatives and Mutuals Leadership Circle \(CM50\)](#) has emerged as an ICA strategic platform for senior executives of leading cooperatives and mutual enterprises around the world. It provides a unified voice for the cooperatives and mutuals in global policy spaces and offers an avenue for collective action and influence. The CM50 Charter, currently under development, outlines a shared vision for cooperative leadership built on values of democracy, solidarity, and sustainability. CM50 aims to position cooperatives as key actors in achieving inclusive economic growth, sustainable development, and social resilience.

Key focus areas for CM50 include:

National Advocacy: Encouraging governments to commit to growing the cooperative economy, modeled on examples like the UK's pledge to double its cooperative sector.

Innovation and Growth: Fostering peer learning, knowledge exchange, and business-to-business (B2B) collaboration among members.

Global Policy Engagement: Ensuring cooperatives are recognized in the outcomes of the WSS and other multilateral processes.

Promoting the Cooperative Advantage: Demonstrating how cooperatives deliver social value, democratic ownership, and progress on the SDGs.

CM50 held its inaugural meeting in January, followed by a virtual meeting in March and the first in-person meeting in Madrid in May. Additional meetings are scheduled for 3 July in Manchester (alongside the ICA General Assembly) and November in Doha during the World Social Summit.

The CM50 leadership circle champions cooperative and mutual business model on the global stage, showcasing its potential to accelerate the UN's Sustainable Development Goals and 'build a better world' ahead of the 2025 UN World Social Summit

MADRID, Spain – Leaders from the world's largest cooperative and mutual businesses met in Madrid, Spain, on 21-22 May to discuss **collaborative solutions to some of the world's most pressing challenges**. The Cooperative and Mutuals 50 ([CM50](#)) leadership circle explored how to strengthen a shared vision, co-created a unified commitment plan, and prepared for the upcoming UN World Social Summit in Doha this November.

Convened by the International Cooperative Alliance ([ICA](#)) – the global business network for cooperatives –, the CM50 group aims to **foster growth and innovation** amongst C-suite leaders from cooperatives and mutuals worldwide; **advocate for national commitments from governments** to support and expand cooperative and mutual businesses; **influence global policy outcomes** at the World Social Summit; and **promote cooperatives** as catalysts for a fairer and more sustainable future. The Madrid meeting was supported by the Espru Foundation, Assistència Sanitària, and the ASISA Group.

Jeroen Douglas, ICA Director General, said: “Cooperatives, as people-centred enterprises jointly owned and democratically controlled by and for their members to realise common economic, social and cultural needs and aspirations, are well-placed to accelerate the United Nations’ Sustainable Development Goals (SDGs).



“As we witness social, economic and political challenges play out on a global stage – and in the context of the [2025 International Year of Cooperatives](#) – it is vital that cooperatives work together to demonstrate the difference we can make. Through the CM50 we are not only showcasing our ability to advance a more sustainable future, but highlighting how our

organisations, as models of good business, are able to impact and transform society, and increase the market share for cooperatives which in turn will help to build a better world.”

*In Madrid, the CM50 group finalised key **advocacy strategies** and the **CM50 manifesto** for the World Social Summit. Attendees also co-developed a **concrete commitment plan for 2025** (UN International Year of Cooperatives) and the 2026–2030 strategic period and outlined a **long-term roadmap for cooperative and mutual engagement** beyond 2030, aligned with emerging global policy priorities.*

Many of the CM50 businesses represented are featured in the World Cooperative Monitor list of the globe’s largest 300 cooperative and mutual businesses, a publication edited by the ICA and Euricse since 2012. Members are from every country and sector – demonstrating the equitable and independent nature of cooperative and mutual businesses – activities including agriculture, finance, engineering, technology, retail and health.

*The Second Vice-President of the Government of Spain and Minister for Work and Social Economy, **Yolanda Díaz**, closed the meeting. “Cooperativism is a transformative force that goes beyond economics and is capable of addressing the climate, geopolitical, and social challenges we face. In the current global context—marked by war and climate crises—the answer lies in more cooperativism and more social economy, not to displace the traditional economy, but to compete on equal footing,” she said.*

“Those of us gathered here share two fundamental values: solidarity over individualism, and democracy over the concentration of power. That is why this is not just another meeting, but a fertile space for shared work, from which proposals will emerge to serve as a roadmap for political decision-making in defence of these values,” she added.

***Dr Carlos Zarco**, President of the International Health Cooperative Organisation (an ICA sectoral organisation) and the host of the CM50 event in Madrid, said:*

“As collectively owned and socially driven enterprises, cooperatives are uniquely positioned to tackle today’s global challenges and advance inclusive, sustainable development. The World Social Summit in Doha is a key opportunity for governments to support this potential through enabling policies that make cooperatives central to the 2030 Agenda. Health cooperatives are already showing how to deliver accessible, people-centred care, helping to achieve universal health coverage. Fundación Espriu is proud to host the CM50, which sends a clear message: fostering cooperative enterprises is essential to building a fairer, healthier, and more sustainable world.”

***Shirine Khoury-Haq**, CEO of Co-op (the UK’s largest retail cooperative), said:*

“The unique power of the co-operative movement is that we are global with 3 million coops worldwide and 1.2 billion members, with co-operators and cooperatives working to deliver value for their members.

“This global network also gives cooperatives the opportunity to apply Principle 6 to make a difference on the world stage.

“Cooperation among cooperatives is our movement’s superpower, with one example being our relationships to the cooperative Fairtrade producers of the coffee, tea, sugar and so much more that we sell.

“We haven’t always made the most of this internationalism which is why I am so excited by the potential of the CM50 group. It will bring together many of the leaders of our movement with the explicit and ambitious purpose of making a real difference for our members around the world, and for their communities.”

Doha – World Social Summit

ICA is coordinating cooperative engagement in the upcoming [World Social Summit](#) (4–6 November 2025, Doha), commemorating the 30th anniversary of the Copenhagen Declaration. Together with CM50 members, ICA has submitted proposed language for inclusion in the WSS Political Declaration, calling for stronger recognition of cooperatives and mutuals.

In collaboration with COPAC and UN partners, ICA will co-host a high-level cooperative session at the WSS, alongside the IYC closing event, launch of the World Cooperative Monitor, and presentation of the CM50 Five-Year Commitment Plan, among others.

IDC

The 2025 IDC will be celebrated globally on Saturday, 5th July, under the IYC2025 theme, “Cooperatives: Driving Inclusive and Sustainable Solutions for a Better World.” ICA is working with UNDESA to host an event to celebrate this day at the UN Headquarters on 8 July, ahead of the [2025 UN High-Level Political Forum \(HLPF\)](#), aimed at boosting recognition of cooperatives in the lead-up to the WSS. Simultaneous regional and national celebrations are being planned with ICA regional and sectoral organizations. In the UK, ICA will co-host an event with Co-operatives UK in Manchester immediately following the General Assembly.

ILC – International Labor Conference

ICA continues its active engagement with the International Labour Organization (ILO). At the ILC in 2025, ICA and CICOPA will deliver two statements on two key agenda items relevant to cooperatives: [Decent work in the platform economy](#) and [transitioning from informal to formal economies](#).

7b. Legislation

Legal support and Consulting for Cooperative Development

ICA Global Office coordinates responses to queries concerning the interpretation of the cooperative principles, as provided in the International Statement on the Cooperative Identity, into legal rules establishing the rights and responsibilities of cooperatives and co-operators. ICA has offered responses as well as solutions to Member Organizations as well as associates and partners. The office is responding to queries and offering solutions to Members and partners across all the Regions. ICA Global Office has also contributed with its expertise on cooperative legislation, to international technical platforms such as the International Institute for Unification of Private Law (Unidroit), the International Trade Center and the Africa Export Import Bank, and the Pan African Parliament.

Notably, the ICA has resumed its work developing a growth and diversification strategy for cooperatives in the United Arab Emirates that had adopted a modern cooperative legislation

in 2022, with the support of the ICA Global Office. Optimizing its unique vantage point and the wealth of its network of cooperatives as well as experts, the ICA is working towards building a global consulting and member-based subsidiary cooperative with limited liability, to coordinate and offer market intelligence and unique insights to a diverse group of entities, including governments, enterprise groups and Civil Society Organizations looking at developing and growing cooperatives in their domains. This proposed subsidiary of the ICA is expected to deliver solutions based on its experience as well as that of its member organizations.

Law database, education and training

ICA Global Office is developing a unique legal database for cooperatives with laws and legal policies on, for and by cooperative enterprises, association and charities. With the potential integration of artificial intelligence and select legal technology solutions, this work in progress is expected to provide ICA member organizations with exclusive and globally comparable information, knowledge, and intelligence. Among other things, this will help us move forward towards harmonization of cooperative legislation, as "one" movement. It is also expected to attract more members, particularly from the government, as a service offering.

Building on the knowledge created through data with proven expertise of the legal experts, a serious and concerted effort to provide legal training and education for stakeholders across the world will be led by the ICA. These will include partnering with existing national and regional trainings, and developing tailor made courses for various types of entities such as governments, enterprise groups and Civil Society Organizations.

Cooperative Cultural heritage

The cooperative enterprise model is unique in that it is centered on and defined by the people who founded it. This includes the cooperative principles that evolved from practices to legal prescriptions developed by cooperators from mid 18th century to 1995 when the International Statement on the Cooperative Identity was adopted by the ICA, and enshrined into a legal instrument by the ILO in 2002. Historically, cooperatives have emerged in communities in places that have tried to solve common problems, achieve shared goals, and build prosperity for all. The stories of these sites and practices, which stem from traditions and know-how, must be documented and shared to recognize the diversity and depth of our movement. This information can also inspire youth, showing them that there is a glowing torch amidst enterprises that chase profits at all costs, including that of the future of our planet. During the International Year of Cooperatives 2025, the ICA initiated its program on Cooperative Cultural Heritage with the aim of launching a world map studded with historically important sites and practices of cooperation, establishing international standards on recognizing cooperative cultural heritage, and propogating a global communication campaign to raise awareness about cooperatives and cultural exchanges among them, worldwide.

8. Development

Context and Objectives

In April 2025, we concluded the first year of the ICA-EU Partnership #coops4dev🌐, a program contracted with the European Commission DG International Partnerships. This intervention aims to strengthen the ICA network, enhancing its efficiency as a global

representative and advocate for the cooperative movement on international development policies and programs. The Partnership fosters closer collaboration among ICA's regional and global offices, member organizations, sectors, partners, international institutions, and other key stakeholders. The approach is structured around 5 key pillars: Capacity Building & Knowledge Sharing, Research & Education, Policy & Partnerships, Visibility & Communications, as well as Program Management.

Highlights 2024-2025

The first year of the ICA-EU Partnership focused on establishing a strong foundation for smooth and efficient program implementation. Key efforts included the development of monitoring and evaluation tools, the creation of a shared online workspace for staff across Regional and Global offices, and the organization of initial seminars on EU procedures.

A Kick-off Meeting in September brought together 21 staff members involved in the program's implementation from all ICA regions for a four-day event in Brussels. The agenda covered familiarization and training on EU rules and procedures, contracting, budgeting and financial regulations, and project management tools. Participants also had the opportunity to visit the European Parliament.

The Coopathon, a youth training event, was held alongside the Global Cooperative Conference in India. Around 40 young cooperators participated in an intensive four-day seminar designed to foster learning, sharing, and collaboration. Modeled after a hackathon, the event encouraged teamwork, creativity, collective decision-making, and prototyping, culminating in the development of Minimum Viable Products (MVPs) for presentation and sharing.

At the European Commission level, the team actively engages with the Directorate-General for International Partnerships. This includes participation in the Policy Forum on Development, involvement in the Task Team preparing consultation tables and meetings, and contributions to the Advisory Platform of the Global Gateway – highlighted by a key address delivered to outgoing Commissioner Urpilainen.

At the United Nations level, ICA participated in the High-Level Political Forum (HLPF) and the Commission for Social Development, collaborating with COPAC members to draft joint position papers on the Sustainable Development Goals (SDGs). The first policy brief, issued in February, focused on social justice. This will be followed by a series of SDG briefs highlighting key goals to be reviewed during this year's HLPF and the upcoming Second World Social Summit.

The ICA Cooperative Law Committee, comprising legal experts from all ICA regions alongside Program Managers and Research Officers, examined the path forward for the Legal Framework Analysis. Steps are being taken to optimize the work undertaken over the past five years to better address current challenges and opportunities for cooperatives.

A comprehensive visibility strategy has been finalized to ensure effective communication and advocacy for cooperative engagement in international development policies and programs.

Additionally, the Strategy Unit, composed of directors from ICA's global and regional offices, convened multiple times to coordinate actions and strengthen cross-regional collaboration. Regular coordination among ICA staff continues to enhance synergies across offices, ensuring a cohesive and impactful approach to the program's implementation.

Snippets from the Regions

The ICA-EU Partnership combines harmonized activities coordinated across all ICA Regional and Global offices with decentralized actions tailored to regional priorities and aligned with the Partnership's five workstreams. Below are some examples of regional activities from the past year within the ICA-EU Partnership:

Cooperatives of the Americas prioritized training, advocacy, and research, leading to MoUs with the FAO and the Trentino Federation of Cooperation. It facilitated exchanges and events for IYC2025, and launched Coopimpact.coop to track cooperatives' SDG contributions. A study is also underway on the cooperative evolution since the last IYC2012.

ICA Africa hosted two peer-learning events: a Gender Equality Forum and a webinar on agricultural initiatives. It participated in the NENA Regional Dialogue on Cooperative Development, including a roundtable and strategy session with FAO in Morocco. Talks are ongoing with Fairtrade Africa, NEDAC, UNDESSA, and the UN SPBF, with a partnership agreement expected by June.

Cooperatives Europe expanded its Development Platform (CEDP) with 6 new organisations, held five working group meetings, and ran two capacity-building events. New collaborations were formed with FairTrade International, the FairTrade Advocacy Office, CONCORD, and ALDA. Communications were boosted with new social media channels, a development webpage, and over 100 #coops4dev 🌍 posts.

ICA Asia-Pacific delivered training on governance and cooperative branding, and hosted the Asia Pacific Cooperative Development Platform Meeting in New Delhi. It also joined a regional strategy dialogue on rural and agrifood systems in NENA. The region produced country snapshots on cooperatives in India, Vietnam, Nepal, and Saudi Arabia, with continuously adding new ones.

Conclusions & Outlook

With its significant contribution to promoting the cooperative model and professionalizing ICA's operations, the ICA-EU Partnership has elevated ICA's role in shaping international development policy and cooperation frameworks. Its governance structure and representativeness make ICA a credible and strategic ally in this space.

Further, the program reinforces ICA's credibility as a long-term partner to the European Commission. This positions ICA to potentially move towards a more structured funding model, while also opening doors to new alliances and partnerships with other institutions. However, as funding trends shift from grants to investments, there is an urgent need to ensure the continued viability of frameworks like this one. Safeguarding these institutional partnerships beyond 2028 will be essential to sustaining the cooperative movement's role in inclusive, values-driven international cooperation.

9. Update from Sectors

This year. A first encounter to take place between all the sector leads (minus fisheries). Purpose is to start an engagement cycle whereby through alignment a joint action agenda can emerge. Concrete item is CM50, as the sector leads need to bring in the CEOs. From this report onwards, I will update the General Assembly every year.

10. Update from Thematic Committees

ICA Development Platform brings together members active in international cooperative development, the so-called Cooperative Development Organisations (CDOs). The ICADP has developed its Strategy and Multiannual Action Plan 2025–2030, in line with the ICA Global Strategy. After an initial brainstorming session in Delhi, the zero draft was further revised based on comments and written consultations conducted from January to March 2025 among ICADP members and ICA Regional Offices, to align efforts and leverage synergies. The final Strategy and Action Plan will be adopted at the workshop in Manchester.

The data portal Mapping International Cooperative Development Programs is currently under review. It already features over 400 international cooperative development projects run by CDOs, accessible via an interactive map that displays the title, objectives, summary, partners, donors, and contributions to the SDGs.

Considering the recent and unexpected withdrawal of USAID funding in January 2025, the immediate impact on the international cooperative community – particularly among our U.S. colleagues and partners – is evident. Many long-standing development initiatives have been closed, leaving vulnerable communities at risk. Beyond this example, international cooperation is increasingly shifting from grants to investments, with profit-making as the primary objective and the private sector playing a growing role. In response, ICADP is addressing this radically changing landscape, reaffirming the cooperative movement’s commitment to solidarity and sustainable development by rethinking cooperation, partnerships, and repositioning CDOs. The workshop in Manchester marks a first step in that direction.

ICA Cooperative Law Committee is working releasing official positions on matters concerning the interpretation of the cooperative principles into legal rules. Topics include the legalities of investor members, income taxation, equal treatment of cooperatives, etc. The Committee is partnering with stakeholders to organize a Summer School on Cooperative Law and the International Forum on Cooperative Law in 2025.

ICA Cooperative Research Committee is developing its strategy to advance cooperative research and contribute to the implementation of the ICA Strategy. It is organizing its flagship research conference this July and is promoting the Young Scholars Programme, regional research conferences and other events, along with planning for the International Review of Cooperation.

ICA Youth Committee is organizing a workshop in Manchester during the Festival of Cooperatives. They are also working on organizing Cooperative Spring trainings in the second half of the year.

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

1. **New Instagram Account:** The ICAYC opened a page on Instagram. Follow us here: <https://www.instagram.com/icaglobalyouth/>
2. **YLEP - Youth Leadership Exchange Program:** The third edition of YLEP took place from 1 to 7 December 2024 amidst the picturesque landscapes of Himachal Pradesh, India. Organized by the National Cooperative Union of India (NCUI), the program brought together 13 young cooperative leaders from across the globe, encouraging collaboration, knowledge exchange, and exploration of India’s vibrant

cooperative ecosystem. This week-long immersive experience provided participants with valuable insights into India's cooperative landscape through visits to cooperative institutions spanning various sectors.

3. **Coopathon:** The Coopathon, a youth training event, was held alongside the ICA Global Cooperative Conference in India. Around 40 young cooperators participated in an intensive four-day game design program. While the tangible outcomes were fully functional games, the Coopathon was designed to foster learning, sharing, collaboration and bridge building among young cooperators. Modeled after a hackathon, the event encouraged teamwork, creativity, collective decision-making, and prototyping, culminating in the development of Minimum Viable Products (MVPs) that were presented and played with the rest of the Congress Participants.

The Global Gender Equality Committee (GEC) held its annual plenary meeting in December 2024, a key space to define and strengthen strategic actions toward 2025, declared the International Year of Cooperatives by the United Nations.

During this session, the GEC Presidency presented the report on activities carried out during the last months of 2024, and each region also shared its respective reports. In line with the commitment to strengthen institutional governance, the committee made progress in reviewing its law, a process led with the support of the Legislation Commission of the ICA. As part of this effort, it was agreed to hold a dedicated session to evaluate proposed changes and an extraordinary assembly in March to submit them for approval by the Global Council in April. During this final year session, the 2025 Annual Work Plan was presented and approved. This document, built upon the previous plan, includes actions aimed at expanding communication and visibility of GEC activities through social media and its website. The plan also incorporates specific actions related to global initiatives for the International Year of Cooperatives, emphasizing the GEC's role as a promoter of gender equity and sustainable development within the cooperative movement.

International Women's Day during the International Year of Cooperatives is a unique opportunity to reflect on the progress made in the fight for gender equality for women members of cooperatives. It is also timely to acknowledge the great contribution made to the cooperative sector in terms of gender equality and women's empowerment, especially as the development of cooperatives have, since they were created, relied on the contribution of women. This year's theme, "For ALL Women and Girls: Equality. Rights. Empowerment", declared by the UN, is of particular significance as it marks the 30th anniversary of the Beijing Declaration and recognises the role of women who are members of cooperatives.

It is an opportunity to pay homage to all the women who, courageously and with determination, have made a difference in our lives and in our communities through their work and by supporting the social economy as the ideal channel for improving people's quality of life.

Throughout history, women have displayed unwavering strength and an extraordinary ability to overcome obstacles. From pioneering scientists and political leaders to social activists and influential artists, women have left an indelible mark on the world. However, despite these achievements, there are still barriers and inequalities that we must dismantle as they prevent women from exercising their rights to the fullest.

It is vital to remember that gender equality is not only a matter of social justice, but also one of development and prosperity. When women enjoy equal opportunities, society as a whole benefits. Education, economic empowerment and women's involvement in politics are essential for building a more equitable and sustainable future. Cooperatives have made great contributions in terms of equity and participation, but we still have a long way to go to achieve said equity, especially when it comes to free and democratic participation.

Today, we reiterate our commitment to fighting for gender equality. We pledge our committee's commitment to supporting and promoting policies and actions that guarantee the respect and dignity of all women. We must work together to eradicate gender-based violence, close the pay gap and ensure that women have a voice and a vote in all spheres of life. Women's full participation in decision-making is fundamental for democracy to be exercised in full.

On this International Women's Day, let us celebrate the achievements that have been made and reaffirm our determination to face the challenges that have yet to be overcome. May this day inspire us all to continue striving for a more just, inclusive and equitable world for all women and girls.

Thank you, God bless people with equal rights, and Happy International Women's Day.

Xiomara Nuñez de Céspedes
Chair of the Gender Equality Committee
International Cooperative Alliance

11. Communication

The main activities in 2024 included:

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

The expected results in 2025 include:

- IYC: Monthly newsletters. 80 news. Social media % engagement rate to increase of 25%. +1000 organisations using IYC logo. 1 campaign video.

- CM50 and WCM: Dedicated CM50 website published in March. 4 articles on generic global press + 10 members & specialised media 100,000 subscribers. Large coverage and engagement of Madrid and Doha.
- ICA 2030 Strategy: Joint campaign with ICA structure organisations. Released of a full package of materials populating the new ICA 2030 Strategy.

12. Building a renewed Governance Framework

The ICA (Board) Committee on Cooperative Governance, together with the Human Resource Committee is strengthening the ICA offices, leadership and management with policies and mechanisms that shall ensure transparent and effective governance and bring the existing systems to global standards. These mechanisms will include harmonized rules for ICA Bodies accountability and integrity protocols and guidelines for common branding. In a framework, it looks like this.



International Year of Cooperatives 2025



International Cooperative Alliance
Alianza Cooperativa Internacional

ICA Governance Framework

Draft snapshot 7 February 2025
Compilation of laws, rules and orders governing the organization

INTERNATIONAL STATEMENT ON THE COOPERATIVE IDENTITY

THE CODE AND ALL ITS PARTS ARE GUIDED FUNDAMENTALLY BY THE ICA STATEMENT AND DRIVEN SPECIFICALLY BY THE VALUES CONTAINED THEREIN

HONESTY – OPENNESS – SOCIAL RESPONSIBILITY – CARING FOR OTHERS – SELF-HELP – SELF-RESPONSIBILITY – DEMOCRACY – EQUALITY – EQUITY – SOLIDARITY

FUNDAMENTAL INSTRUMENTS

ICA ARTICLES OF ASSOCIATION READ WITH THE INTERNAL RULES OF THE ICA GENERAL ASSEMBLY ADOPTED BY THE GENERAL ASSEMBLY OF JUNE 2023

EXPLANATION --- GUIDANCE --- COMMENTARY

SUPERVISION AND EXECUTION PROTOCOLS	
RULES	BEHAVIOUR
<p>INCLUDE ALL BODIES AND EXCEPTIONALLY INDIVIDUALS THAT HAVE A FIDUCIARY AND FIDUCIARY RELATIONSHIP WITH THE ICA AND ITS BRANCHES</p>	<p>INCLUDE ALL INDIVIDUALS OCCUPYING AN OFFICE AT ANY ICA BODIES INCLUDING BOARD OF KENESHING SERVICE TO ANY ICA OFFICES</p>
<p>MULTI-ANNUAL STRATEGY (IN PROCESS) OPERATIONAL PROTOCOL (IN PROGRESS)</p>	<p>HUMAN RESOURCE POLICY (IN PROCESS) CODE OF CONDUCT (IN PROGRESS)</p>
<p>HARMONIZED (MODEL) RULES FOR ICA BODIES (IN PROGRESS)</p>	<p>ON/OFF-BOARDING (INDUCTION & TRAINING) MANUAL (IN PROGRESS - NOT UNDER PUBLIC REVIEW)</p>
<p>FINANCIAL AND ACCOUNTABILITY MANUAL (IN PROGRESS)</p>	<p>INTEGRITY PROTOCOL : WHISTLE BLOWING & DISPUTES (IN PROGRESS - SEPARATE FOR BOARD MEMBERS AND STAFF)</p>
<p>BRANDING GUIDE (IN PROGRESS)</p>	<p>CODE OF CONDUCT (BRANCH ALSO TO BE DECLARED IN THE HR POLICY ACTING ON BEHALF OF THE ICA)</p>
<p>GLOSSARY OF TERMS (IN PROGRESS)</p>	
<p>DECLARATION OF ADHERENCE TO BASIC NORM, FUNDAMENTAL INSTRUMENTS AND THE SUPERVISION AND EXECUTION PROTOCOLS (IN PROGRESS)</p>	

Out of scope for now is the reform of the voting and fee structure protocol. The organization needs more time to offer a comprehensive proposal for voting to the General Assembly.

8. Annual accounts 2024

2024 Financial Statements

Year-end results in EUR	2024	2023
Africa *	-86,338	-48,469
Americas *	25,698	6,109
Asia & Pacific *	121,820	14,985
Global Office	188,479	-385,223
ICA Consolidated	249,658	-389,758
Cooperatives Europe	-2,865	41,841
50% DotCoop	-95,532	-40,928

* Before consolidation

Consolidated Balance Sheet (1)

Assets in EUR	2024	2023	Liabilities in EUR	2024	2023
Tangible fixed assets	17,855	3,921	Equity	506,865	283,163
Financial investments	159,723	162,020	Provision for post-employment benefit		
Amounts receivable within one year	1,834,933	1,605,523	Amounts payable after more than one year	-	-
Current investments	36,859	149,162	Amounts payable within one year	4,710,305	3,227,037
Cash at bank and in hand	4,224,142	2,744,167	Accrued charges and deferred income	1,076,862	1,242,435
Deferred charges and accrued income	20,518	35,173		6,294,030	4,699,966
	6,294,030	4,699,966			

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

Consolidated Profit & Loss Statement (1)

in EUR	2024	2023
Meetings and Sales of services	603,141	256,823
Membership fees	2,938,057	2,811,260
Grants, Project income	1,344,424	693,329
Contributions and donations	304,051	329,560
Other operating income	73,362	19,456
Total income	5,263,035	4,110,428
Redistribution regions and sectors	-790,630	-891,413
Services and other goods	-1,649,990	-1,600,379
Salaries, social security costs and pension	-2,229,202	-1,737,150
Depreciation on tangible fixed asset	-12,016	-6,563
Amounts written down on trade debts	-174,485	-112,509
Other operating charges	-127,062	-138,582
Total expenses	-4,983,385	-4,486,596
Operating result	279,650	-376,168
Financial result	-29,992	-4,178
Extraordinary result	-	-9,413
Net result	249,658	-389,759

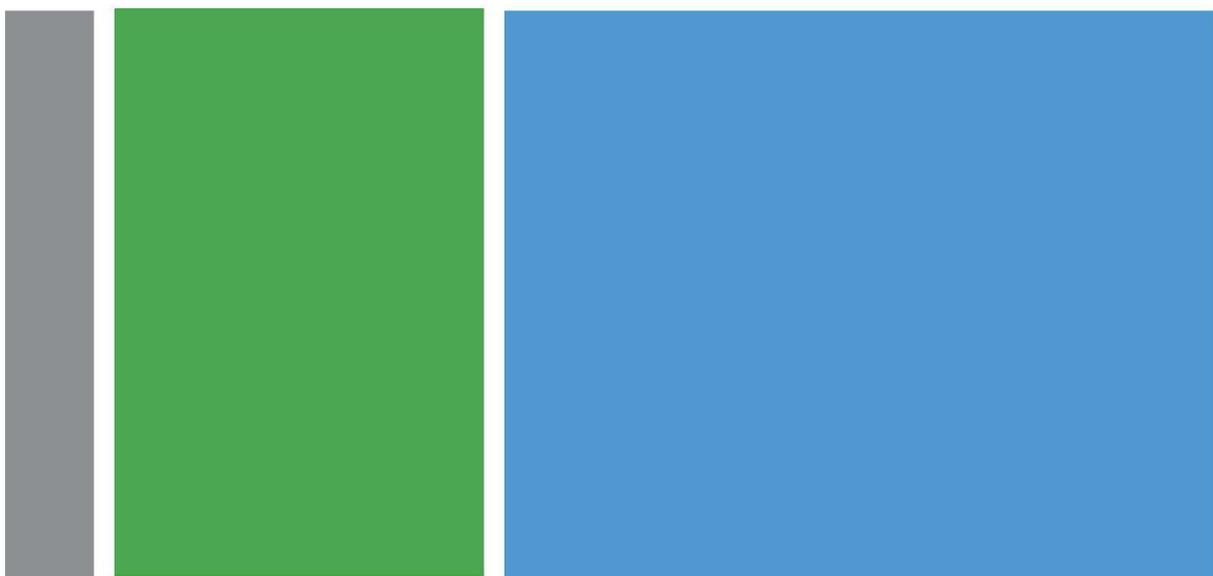
(1) Consisting of Global Office (Brussels) and the Africa, Americas and Asia & Pacific Regions

Membership Fees in EUR

	2021	2022	2023	2024	2025*
Membership fees	2,679,330	2,678,053	2,811,260	2,938,057	3,068,929
Number of members	311	315	299	309	309

*estimated budget





INTERNATIONAL COOPERATIVE ALLIANCE AISBL

Statutory Auditor's report

31 December 2024

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INTERNATIONAL COOPERATIVE ALLIANCE AISBL

STATUTORY AUDITOR'S REPORT TO THE GENERAL MEETING OF MEMBERS OF THE ORGANISATION FOR THE YEAR ENDED 31 DECEMBER 2024

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 eleven 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 2024, the profit and loss account for the year then ended and the notes to the annual accounts, characterised by a balance sheet total of € 6.294.029,79 and a profit and loss account showing a profit for the year of € 249.658,14.

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 2024, 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 Belgium is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM Network. Each member of the RSM network is an independent accounting and consulting firm which practices in his own right. The RSM network is not itself a separate legal entity in any jurisdiction.

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audit@rsmbelgium.be - VAT BE 0436.391.122 - RLP Brussels

Member of RSM Toelen Cats Dupont Koevoets - Offices in Aalst, Antwerp, Liège, Charleroi, Mons 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 of the 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 2023) 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 or the Code of companies and associations that we have to report to you,

Zaventem, 17 June 2025

RSM INTERAUDIT BV-SRL
STATUTORY AUDITOR
REPRESENTED BY

A blue ink signature of Ibrahim Kane, consisting of a stylized 'I' and 'K' followed by a horizontal line.

IBRAHIMA KANE

A blue ink signature of Karine Morris, consisting of a stylized 'K' and 'M' with a horizontal line.

KARINE MORRIS



ALLIANCE COOPERATIVE INTERNATIONALE AISBL

Financial Statements report

31 Décembre 2024

THE POWER OF BEING UNDERSTOOD
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Strategic Report

Principle Activities

The International Cooperative Alliance ("the ICA") is an independent, non-profit association, which unites, represents and serves co-operatives worldwide.

By decision of the general assembly, held in Quebec on October 2012, the ICA was incorporated under Belgian law on 7 June 2013.

The previous Swiss entity was liquidated, and the net assets were transferred to the Belgian entity with effect from 1 January 2014, as well as net assets from regional offices. Since the 1st of September 2013, main personnel and operational expenses have been transferred from ICA Switzerland to ICA Belgium.

At the end of 2024, the ICA is composed of one Global Office and four Regional Offices ("branches") :

Head Office	Brussels, Belgium
Regional Offices:	
Africa	Nairobi, Kenia
The Americas	San José, Costa Rica
Asia and the Pacific	New Delhi, India
Cooperatives Europe	Brussels, Belgium (not consolidated).

The ICA is organized as an international non-profit association regulated by the code of companies and associations.

The association is a global networking organisation, organised at global, regional, sectoral and thematic levels. It is a worldwide representative of co-operative organisations of all kinds and with the following objects

- Serving as a forum for exchange of experience and as a source of information on co-operative development, research and statistics ;
- Co-ordinating actions for the promotion of co-operative development ;
- Collaborating with global and regional institutions including the United Nations organisations, and with any other government and non-governmental international and national organisations which pursue aims of importance to co-operatives.

Business Review

This year marked a period of strong financial performance for the organisation, with a positive result of €249,658.

2024 was marked by the beginning of a new ICA-EU partnership in April for a duration of 54 months and the ICA Global Cooperative Conference held in November in New Delhi, India.



Statement of Income and Expenditure

For the year ended 31 December 2024

in EUR	Notes	2024	2023
Meetings and Sales of services	3	603,141	256,823
Membership fees	2	2,938,057	2,811,260
Grants, Project income	4	1,344,424	693,329
Contributions and donations	5	304,051	329,560
Other operating income		73,362	19,456
Operating income		5,263,035	4,110,428
Redistribution regions and sectors		-790,630	-891,413
Office expenses		-237,254	-207,554
Travel expenses		-345,969	-167,456
External services		-642,667	-661,616
Meetings and conference expenses		-424,100	-563,753
Personnel expenses	-	2,229,202	- 1,737,150
Depreciation on tangible fixed asset		-12,016	-6,563
Membership fees written down		-174,485	-112,509
Other operating charges		-127,062	-138,582
Operational Costs	6	- 4,983,385	- 4,486,596
Operating result		279,650	-376,168
Financial result		-29,992	-4,178
Extraordinary result			-9,413
Net result		249,658	-389,759



Statement of financial position
As at 31 December 2024

	Note	2024 €	2023 €
Non-current assets			
Property, plant & equipment		17.230	1.418
Intangible fixed assets		625	2.503
Investments	7	159.723	162.020
		177.578	165.941
Current assets			
Trade and other receivables	8	1.834.933	1.605.523
Cash and cash equivalents	9	4.261.001	2.893.329
Deferred charges and accrued income		20.518	35.173
		6.116.452	4.534.025
Total Assets		6.294.030	4.699.966
Reserves			
Association's funds		767.852	793.810
Retained earnings		- 260.989	- 510.647
Total Reserves	10	506.862	283.163
Current liabilities			
Trade and other payables	11	4.710.305	3.227.037
Accruals and deferred income		1.076.862	1.189.766
		5.787.167	4.416.803
Total Liabilities		6.294.030	4.699.966

These financial statements were approved by the ICA Board on 20 May .



Statement of Cash Flows
For the year ended 31 December 2024

	2024	2023
	€	€
Cash flows from operating activities		
Gain/(Loss) for the year	249.658	- 389.758
Adjustments for:		
Depreciation, amortisation, and impairment	12.016	6.563
Loss on disposal of asset	-	
Bad debts		
(Increase) in trade and other receivables	- 214.755	- 27.470
Increase/(Decrease) in trade and other payables	1.370.365	417.631
	<u>1.417.284</u>	<u>6.966</u>
Net cash from operating activities		
Cash flows from investing activities		
(Acquisition/disposal) of property, plant, and equipment	- 25.950	- 3.657
(Acquisition/disposal) of investments	2.297	3.922
Proceeds from sale of investments		
	<u>- 23.653</u>	<u>265</u>
Net cash outflow from investing activities		
Cash Flow from financing activities		
Net Equity changes	- 25.959	- 323.148
	<u>- 25.959</u>	<u>- 323.148</u>
Net cash Flow from financing activities		
Net (decrease) / increase in cash and cash equivalents	1.367.672	- 315.917
Cash and cash equivalents at 1 January 2024	<u>2.893.329</u>	<u>3.209.247</u>
Cash and cash equivalents at 31 December 2024	<u>4.261.001</u>	<u>2.893.330</u>



Statement of Changes in Equity

ICA		Total reserves €
At 1 January 2023		996.069
Foreign exchange difference	-	323.148
Loss for the year	-	389.758
At 31 December 2023		<u>283.163</u>
At 1 January 2024		283.163
Foreign exchange difference	-	25.959
Positive Result for the year		249.658
At 31 December 2024		<u>506.862</u>

Notes

(forming part of the financial statements)

1. Basis of preparation

The audit of the financial statements has been conducted in accordance with the International Standards on Auditing (ISA) as issued by the International Auditing and Assurance Standards Board (IAASB). These standards require that the auditor complies with ethical requirements and plans and performs the audit to obtain reasonable assurance that the financial statements are free from material misstatement, whether due to fraud or error.

The financial statements have been prepared in accordance with Belgian GAAP, and the audit procedures were designed to assess whether the accounting policies applied are appropriate, the estimates made by management are reasonable, and the overall financial statement presentation is fair and in compliance with the reporting framework.

Accounting policies

The accounting policies have been consistently applied by the ICA in accordance with Belgian law.

a. Foreign currency translation

The accounting records of the ICA are maintained in Euro. All transactions in foreign currencies are translated into Euro at the rate prevailing at the date of the transaction. Monetary assets and liabilities in other currencies remaining at the balance sheet date are translated at the appropriate year end rate. Any differences arising on the year-end translation are recognized in the statement of revenues and expenses.

The monetary assets and liabilities of Regional Offices are translated using the exchange rate applicable at year-end. The non-monetary assets and liabilities are converted at the date of their booking and are not further revalued. The profit and loss of Regional Offices are translated at the weighted average exchange rates for the year. The exchange differences arising on the year-end translation are taken directly in the profit and loss accounts.

b. Revenue recognition

Financial incomes are recorded on an accrual basis according to membership subscriptions revenues planned for the Year. A depreciation of 100% was booked on previous year membership debtors or older than one Year and a provision of 50% was booked on current year membership debtors.

Other incomes, including revenues from publications and services, are recorded as publications are delivered and when services are provided. All expenses are accounted for on an accrual basis.

c. Property, plant and equipment

Property, plant and equipment acquired by the ICA are capitalized at cost and depreciated according to the straight-line method over the estimated useable life of the asset as follows :

Office equipment and furniture 3 to 4 years
Motor vehicles 4 years

d. Income tax

The ICA as such is not subject to Belgian corporate income tax. However, an annual contribution is due and, to explain shortly, is calculated on the assets of the organization which are not part of its working capital. This tax amounted to 1.086,84 Eur for 2024.



Under the terms of an agreement between the ICA and the Governments of Kenya, the African regional office is exempt from tax. Due to its non-profit making activities in India, the ICA is not subject to local taxation in those countries.

ACI Americas is registered as an association with the Ministry of Finance of Costa Rica, so it is required to file an annual tax return.

The income tax rate is 30% on the taxable results, which represents a tax of 0 Eur in 2024.

e. Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and deposits with original maturities of three months or less, which are held to meet short-term liquidity requirements.

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.

Notes (continued)

2 Membership fee income

- ✓ 2024 membership fees requested from members amount to 2.938.057 Eur, against 2.811.260 Eur in 2023. The increase of 4,5% reflects the indexation of fees for the year 2024.
- ✓ As of 31 December 2024 the outstanding was 437.895 Eur out of which a provision of 349.336 was recorded.

3 Meetings and Sales of services

The income from Meetings and Sales of services increased by 346 KEur (135%) from 256.823 Eur in 2023 to 603.141 Eur in 2024,

In 2024, the International Cooperative Alliance generated revenue from the Global Cooperative Conference held in November in New Delhi for an amount of 350.278 Eur.

This event brought together members, partners, and stakeholders from across the world, and served as a significant source of income through registration fees, sponsorships, exhibition space rental, and related activities. Beyond its financial contribution, the conference also reinforced the Alliance's visibility and engagement within the cooperative movement, while providing a platform for dialogue, knowledge sharing, and strategic partnerships.

4 Grants, Project income

Grants and project income increased significantly by 651 KEur (+94%), rising from 693.329 Eur in 2023 to 1.344.424 Eur in 2024.

In 2024, the organization secured new funding from the European Union, alongside additional regional grants. These new sources of financing contributed to the diversification of project income and reflect the organization's ability to attract support from both international and regional institutions.

They are expected to strengthen the organization's capacity to implement its strategic initiatives and expand its operational reach.



5 Contributions and donations

Voluntary contributions made by members and non-members represent 304.051 Eur against 329.560 Eur in 2023.

6 Operational Costs

- ❖ Some expense categories such as travel expenses and personnel expenses increased by 178KEur (+106%) and 492KEur (+28%), respectively, due to the implementation of the European Union Project and recruitment of new staff.
- ❖ Redistribution to regions and sectors decreased by 101KEur (-11%) with the decrease of sectoral redistribution from 15% to 12% implemented in 2024.

7 Investments

The Financial investments decreased from 162.020 Eur to 158.780 Eur in 2024, out of which 118.570 Eur comes from a 50% share in DotCooperation LLC, a U.S.-based limited liability company. The ICA shares equal control and governance rights with the National Cooperative Business Association (NCBA).

The financial activity of DotCooperation LLC is not consolidated into the ICA financial statements.

8 Trade and other receivables

	2024	2023
	€	€
Amounts due from Related Organizations	1.692.839	1.511.257
Trade Debtors	460.336	391.300
Provision for Bad Debt	-349.336	-297.034
Prepayments, Staff Advances	31.094	0
	1.834.933	1.605.523

9 Cash and cash equivalents

	2024	2023
	€	€
Cash by currency		
Euro	2.859.083	1.080.793
USD	460.652	932.316
CHF	46.358	18.348
Other currencies	858.048	712.711
Current investments	36.859	149.162
Cash and cash equivalents	4.261.001	2.893.329

10 Associative funds and accumulated profits

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



The accumulated loss at 31/12/2024 amounts to 260.989 Eur out of which 510.647,41 Eur are related to accumulated losses from previous years and 249.658 Eur from profit of the year 2024. From this amount, 188.479 Eur represent the profit of 2024 of the Belgian Global office only, and 61.179 Eur the 2024 consolidated profit of the regions.

The losses carried forward decreased due to the profits of the year, so the equity has improved.

11 Trade and other payables

The amounts payable within one year increased by 1,47 million EUR from 3.227.037 Eur to 4.710.305 Eur in 2024, reflecting the rise in funding and overall activity. This increase is consistent with an organisation operating at higher operational capacity.

This increase is mainly due to :

- Prepayments received from the European Commission for the new ICA-EU partnership +992.218 Eur
- Taxes, remuneration and social security + 109.728 Eur
- Expenses to be paid +65.975 Eur
- Suppliers +58.265 Eur



APPROVAL OF THE ANNUAL ACCOUNTS FOR THE FINANCIAL YEAR CLOSING ON 31 DECEMBER 2024	
YES	
NO	
ABSTAIN	

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	
YES	
NO	
ABSTAIN	

10-11. Discharge of the directors

See explanation in agenda item 9 explaining “discharge of the stator auditor”.



DISCHARGE OF THE DIRECTORS FOR THE PERFORMANCE OF THEIR DUTIES FOR FINANCIAL YEAR CLOSED ON 31 DECEMBER 2024

YES	
NO	
ABSTAIN	



DISCHARGE OF THE DIRECTORS FOR NOT HAVING ORGANISED THE ORDINARY GENERAL ASSEMBLY WITHIN THE SIX MONTHS FOLLOWING THE CLOSING OF THE PREVIOUS FINANCIAL YEAR

YES	
NO	
ABSTAIN	

12. 2025 Budget

COMBINED BUDGET 2025 in EUR (euros)

	GLOBAL OFFICE	AFRICA	AMERICAS	ASIA-PACIFIC	TOTAL
TOTAL INCOME	1,985,223	535,703	809,422	686,054	4,016,402
Total Membership income	1,172,573	76,453	385,451	389,205	2,023,682
Membership income	3,356,828	0	0	0	3,356,828
Bad debt provision	-287,904	0	0	0	-287,904
Membership redistribution	-1,693,537	76,453	385,451	389,205	-842,428
Thematic Committees	-20,000				-20,000
Sectoral allocation (12%)	-343,933	0	0	0	-343,933
Regional allocation	-1,329,604	76,453	385,451	389,205	-478,495
Meetings, Sales of services	0	73,394	90,367	31,000	194,761
Grants, project income	630,150	385,856	329,751	235,849	1,581,606
Contributions & Donations	182,500	0	0	30,000	212,500
Financial/interest	0	0	3,853	0	3,853

EXPENSES	-1,984,172	-533,734	-806,274	-685,800	-4,009,980
Services and other goods	-651,122	-255,168	-274,867	-219,800	-1,400,956
Premises	-85,544	-16,168	-26,858	-40,800	-169,370
General office	-14,270	-3,260	-7,458	-6,000	-30,988
Travel	-99,967	-96,446	-55,133	-97,000	-348,546
IT	-32,760	-16,140	-17,582	-9,000	-75,482
External services	-265,550	-38,168	-165,084	-32,000	-500,802
Meeting expenses	-153,031	-84,986	-2,752	-35,000	-275,769
Personnel	-1,276,301	-271,227	-430,903	-375,000	-2,353,431
Depreciation	-6,750	0	-1,835	0	-8,585
Other expenses - project support	-30,000	0	-92,614	-91,000	-213,614
Financial expenses	-20,000	-7,339	-6,055	0	-33,394
NET INCOME	1,050	1,970	3,148	254	6,422

**APPROVAL OF THE BUDGET FOR THE FINANCIAL YEAR CLOSING ON 31
DECEMBER 2025**



YES	
NO	
ABSTAIN	

Report from Board of Directors: Proposed Amendments to ICA Articles of Association and Internal Rules of the General Assembly

Introduction

The ICA General Assembly adopted the ICA's current Articles of Association and Internal Rules of the General Assembly at its meeting of 2023 in Brussels, Belgium. The Board of Directors is now proposing for the Members' consideration at the 2025 General Assembly a set of amendments to the Articles intended to provide for greater transparency, accountability and clarity in the area of managing staff performance, as well as amendments bearing on gender parity in the ICA's governance bodies. The Board is further recommending an amended set of Internal Rules of the General Assembly. In addition to numerous housekeeping and editorial changes, substantive amendments to the Internal Rules are proposed to address the matters of membership fees and representation in the ICA's governance bodies.

Proposed Amendments

Staff Performance Planning and Evaluation

Changes are proposed to Articles 37 (Regional Presidents), 38 (Regional Directors) and 47 (Powers of the Director General) to more clearly assign accountability for the planning and evaluation of performance of staff at all levels within the ICA.

Membership Fees

According to the Internal Rules of the General Assembly, the ICA calculates the membership fees of its Full Members and Associate Members on a four-year cycle. The next four-year cycle will run from 2026 to 2029, the previous four-year cycle having been extended by one year by decision of the 2024 Extraordinary General Assembly held in November in New Delhi. The rationale for the extension was that efforts were then under way to develop a new system for calculating membership fees. As the Board has now decided not to proceed with reforms before 2027, some modifications to the Rules are needed for the next four-year cycle.

The substantive amendments respecting membership fees are these:

- At present, the increase in an individual Full Member's fee in the first year of a new four-year cycle may not exceed 10 per cent. No decreases in fees are permitted. The proposed revision to the Rules would retain the limit on individual fee increases and allow for fee decreases of up to ten per cent.
- The new Articles of Association adopted in 2023 delegate authority to the Board of Directors to establish the membership fees of Associate Members. The proposed changes to the Internal Rules reflect the change in the Articles and set out broad guidelines the Board will follow in setting Associate Member fees.

Gender Parity in the ICA's Governance Bodies

At present, of the 30 members of the global Board of Directors, only six are women. Four of the six occupy at-large seats. One is the President of the Gender Equality Committee and the sixth is the President of the Youth Committee. Promoting gender equality in the cooperative movement is a longstanding aim of the ICA. Accordingly, the Board is of the view that parity between men and women on the Board is desirable and necessary. However, it recognises that, given that 15 of the 30 board seats are designated seats, the goal of gender parity can only be met by addressing the composition of all governing bodies within the ICA: the regional boards, the boards of the Sectoral Organisations, the boards of the Thematic Committees and the global Board. It will turn to the Board Governance Committee to examine that question more closely in cooperation with the ICA's Gender Equality Committee. In the meantime, it is proposing a handful of modest amendments to the Articles of Association and Internal Rules of the General Assembly to encourage the promotion of the participation of women and other under-represented constituencies in leadership roles within the ICA.

The specific amendments proposed to the Articles and Internal Rules are highlighted in the attached appendix.

Housekeeping and Editorial Amendments

In addition to the substantive amendments discussed above, a variety of housekeeping and editorial changes to the Internal Rules of the General Assembly are proposed with the goal of clarifying and tightening the language. The membership fees referenced have been

updated to take into consideration indexation. For ease of reading, these are not tracked in the proposed Rules.

Proposed amendments to the Articles of Association

Article 33. Powers of the President and the Vice-Presidents

- 33.1** The President shall have the powers specifically granted to the office by these Articles of Association. In particular, the President shall have the following powers:
- (a) serving as the chief representative of the ICA;
 - (b) providing policy and organisational leadership of the ICA, in collaboration with the Director General;
 - (b)(c) promoting the participation of women and young cooperators within the leadership of the ICA;
 - (c)(d) approving agendas for meetings of the Board of Directors, on the advice of the Director General;
 - (d)(e) on the advice of the Director General, approving or recommending for the approval of the Board of Directors agendas for meetings of the General Assembly;
 - (e)(f) chairing meetings of the General Assembly and the Board of Directors;
 - (f)(g) signing the minutes of meetings of the General Assembly and the Board of Directors; and
 - (g)(h) acting as a conciliator when differences of opinion occur, both within the ICA and vis-à-vis third parties.
- 33.2** The President shall be a permanent observer at all the bodies of the ICA and shall have the right to attend all meetings of the aforementioned bodies, with the right to speak but without voting rights. All convening notices for all meetings of the aforementioned bodies shall be given to the President at the same time as they are given to others. Notwithstanding the first sentence of this Paragraph, the aforementioned bodies may decide that the President cannot attend one or more meetings or parts of meetings of these bodies.
- 33.3** The Vice-Presidents shall have the powers specifically granted to them by these Articles of Association and the internal rules of the Regions.
- 33.4** In accordance with Belgian law, the President and the Vice-Presidents shall represent the ICA and shall solely act in the interest of the ICA and not in the interest of the Full Member they are employed by or otherwise linked to or in the interest of any other organisation.

Article 37. Regional Presidents

- 37.1** Each Regional Assembly shall elect a Regional President, pursuant to the procedures included in the relevant internal rules, articles of association, by-laws or statutes of the Region.
- 37.2** The Regional Presidents shall have the powers specifically granted to them by these Articles of Association and by the relevant internal rules, articles of association, by-laws or statutes of the Region. In particular, the Regional Presidents shall have the following powers:
- (a) in their capacity as Vice-Presidents, replacing the President in the President's absence;
 - (b) assisting and supporting the President in the policy and organisational leadership of the ICA, together with the Director General and the Regional Directors;
 - (c) in cooperation with the Director General, setting the performance objectives for the Regional Director and periodically evaluating the Regional Director's performance;
 - (d) promoting the advancement of women and young cooperators and within the leadership of the Region; and
 - (e) undertaking such other responsibilities as the Board of Directors may determine.
- 37.3** The Regional Presidents shall be natural persons who meet the criteria included in the relevant internal rules, articles of association, by-laws or statutes of the Regions.

- 37.4 The Regional Presidents shall serve without remuneration. Their term of office is four (4) years. The renewability of the mandate of the Regional Presidents is regulated by the relevant internal rules, articles of association, by-laws or statutes of the Regions.
- 37.5 The mandate of a Regional President terminates with the expiry of their term of office or as of right and with immediate effect:
- (a) upon their death or incapacity; or
 - (b) if, for whatever reason, they cease to meet the criteria set out in these Articles of Association and the relevant internal rules, articles of association, by-laws or statutes of the Region.
- 37.6 A Regional Assembly may further dismiss (*ad nutum*) the Regional President in accordance with the relevant internal rules, articles of association, by-laws or statutes of the Regions. The Regional Presidents are also free to resign from office in accordance with the relevant internal rules, articles of association, by-laws or statutes of the Region.
- 37.7 If, for whatever reason, the mandate of a Regional President ceases before the expiry of their term of office, the concerned Regional Assembly shall elect a new Regional President, pursuant to the procedures included in the relevant internal rules, articles of association, by-laws or statutes of that Region.
- In the event of the termination, for whatever reason, of the mandate of a Regional President, the
- 37.8 Regional President shall have no claim for compensation from the ICA or against its assets, without prejudice to any applicable mandatory labour law provisions or services agreement provisions.

Article 38. Regional Directors

- 38.1 Each Regional Board, in cooperation with the Director General, shall appoint a Regional Director, pursuant to the procedures included in the relevant internal rules, articles of association, by-laws or statutes of the Region.
- 38.2 The Regional Director shall have the powers specifically granted to them by these Articles of Association and by the relevant internal rules, articles of association, by-laws or statutes of the Regions. As a general rule, they shall be responsible for the leadership and efficient management of the Regions. In particular, the Regional Directors shall have the following powers:
- (a) the daily management of the Region, within the approved Region budget;
 - ~~(b)~~ the hiring and the dismissal of the employees of the regional office;
 - ~~(b)~~~~(c)~~ the setting of performance objectives for employees of the regional office and the periodic evaluation of employee performance;
 - ~~(c)~~~~(d)~~ promoting and defending the cooperative values and principles at the regional level;
 - ~~(d)~~~~(e)~~ in the framework of the ICA's global Strategic Plan, submitting annual work plans and budgets to be integrated within the overall work plan and budget of the ICA;
 - ~~(e)~~~~(f)~~ implementing the regional Strategic Plan and work plans;
 - ~~(f)~~~~(g)~~ representing, on request, Members' policy concerns to governmental bodies and the public;
 - ~~(g)~~~~(h)~~ organising meetings of the Regional Assemblies and supporting the elected bodies of the Regions;
 - ~~(h)~~~~(i)~~ promoting sustainable cooperative development in the Region;
 - ~~(i)~~~~(j)~~ supervising the financial affairs of the Region;
 - ~~(j)~~~~(k)~~ the management of any and all banking matters at the regional level (including opening, closing and managing bank accounts) without any financial limit but within the approved budget;

Article 47. Powers of the Director General

47.1 The Director General shall have the powers specifically granted to them by these Articles of Association. In particular, the Director General shall have the following powers:

- (a) the daily management of the ICA, within the approved budget;
- (b) the hiring and dismissal of the employees of the global office of the ICA;
- (c) in cooperation with the Regional Boards, the hiring and dismissal of the Regional Directors;
- ~~(d)~~ the establishment of policies and processes guiding employee remuneration, conduct, development, performance management and succession planning;
- ~~(e)~~ the setting of performance objectives for employees of the global office and the periodic evaluation of employee performance;
- ~~(f)~~ in cooperation with the Regional Presidents, the setting of performance objectives for the Regional Directors and the periodic evaluation of the Regional Directors' performance;
- ~~(d)~~~~(g)~~ establishing reporting obligations to the global office of Sectoral Organisations that receive a share of membership fees paid to the ICA;
- ~~(e)~~~~(h)~~ the delegation of responsibilities to the global office of the ICA and the oversight of the global office;
- ~~(f)~~~~(i)~~ assisting and supporting the President in the policy and organisational leadership of the ICA, together with the Regional Presidents and the Regional Directors;
- ~~(g)~~~~(j)~~ the recruitment of new Members;
- ~~(h)~~~~(k)~~ reviewing applications for membership and submitting such applications to the Board of Directors;
- ~~(i)~~~~(l)~~ submitting resignations from membership to the Board of Directors;
- ~~(j)~~~~(m)~~ keeping a register of Members;
- ~~(k)~~~~(n)~~ supervising the financial affairs of the ICA;
- ~~(l)~~~~(o)~~ recommending to the Board of Directors for the approval of the General Assembly the annual accounts and budget;
- ~~(m)~~~~(p)~~ if applicable, the appointment and dismissal of an external accountant and the determination of their remuneration;
- ~~(n)~~~~(q)~~ the management of any and all banking matters at the global level (including opening, closing and managing bank accounts) without any financial limit but within the approved budget;
- ~~(o)~~~~(r)~~ the collection of Membership Data, and, insofar as necessary, the determination of such Membership Data pursuant to Article 11 of these Articles of Association;
- ~~(p)~~~~(s)~~ determining the invoicing procedure and due date for the payment of membership fees;
- ~~(q)~~~~(t)~~ in cooperation with the President, the coordination and organisation of meetings of the General Assembly;
- ~~(r)~~~~(u)~~ in cooperation with the President, the coordination and organisation of meetings of the Board of Directors;
- ~~(s)~~~~(v)~~ sending convening notices for meetings of the General Assembly and the Board of Directors;
- ~~(t)~~~~(w)~~ executing the decisions of the Board of Directors;
- ~~(u)~~~~(x)~~ recommending, for the approval of the Board of Directors, the annual work plan; **and**
- ~~(y)~~ attending to the public relations of the ICA, particularly in connection with communications with third parties; **and.**
- ~~(v)~~~~(z)~~ administering ICA codes governing ethical conduct.

47.2 The Director General shall always act under the oversight of the Board of Directors and within the approved budget. The Director General shall report periodically to the Board of Directors and to the General Assembly on their actions and activities.

47.3 Any duty of the Director General may be delegated in part in writing to the global office, i.e., staff of the ICA, or to third parties.

13. Approval and adoption of a new coordinated text of the Articles of Association

The current Articles of Association are available [here](#) and the proposed amendments are provided above.

Furthermore, the General Assembly notes that Annex A of the statutes relating to cooperative identity, following the amendment of the statutes on 28 June 2023, was affected by an error in the Spanish and French translation, which was not noticed at the General Assembly on 28 June 2023. As the French text is the only official version, it is imperative that it be consistent with and identical to the text adopted at the Manchester Congress in 1995.

It is specified that no amendment to Annex A of the Articles of Association was decided or voted on by the General Assembly on 28 June 2023, considering the statutory requirements in this regard (see Article 54.2 of the Articles of Association of the ICA). Consequently, the correct text of Appendix A of the statutes relating to cooperative identity has been reinserted into the text of the statutes as reproduced above, thus ensuring their clarity and conformity.

The original text is available in the previous version of the ICA Bylaws dated 29 June 2021 and available for download here: <https://ica.coop/en/media/library/governance-materials/previous-ica-bylaws>



APPROVAL AND ADOPTION OF A NEW COORDINATED TEXT OF THE ARTICLES OF ASSOCIATION

YES	
NO	
ABSTAIN	

14. Entry into force of the new coordinated text of the statutes

This General Assembly decides that the new coordinated text of the Articles of Association shall enter into force immediately after this meeting.



ENTRY INTO FORCE OF THE NEW COORDINATED TEXT OF THE ARTICLES OF ASSOCIATION

YES	
NO	
ABSTAIN	

15. Delegation of powers for administrative and publication formalities

The General Assembly has decided to grant special power of attorney to (i) Mr Antoine Druetz, Ms Valérie Havaux, Ms Fantine Miroir, Ms Pauline Vansteenkiste and Mr Guillaume Lobet, all electing domicile at rue Belliard 40, 1040 Brussels, acting individually and with the power to delegate to other lawyers from the Belgian offices of EY Law, and (ii) AD-Ministerie SRL, Brusselsesteenweg 66, 1860 Meise, represented by Mr. Adriaan De Leeuw, residing at Brusselsesteenweg 66, 1860 Meise, acting alone with power of substitution, to file with the registry of the Brussels Enterprise Court all publication forms and any other documents necessary to proceed with (i) all filings, (ii) all publications in the Annexes to the Belgian Official Gazette, and (iii) any changes to the information relating to the Association at the Crossroads Bank for Enterprises, relating to all resolutions adopted by the General Assembly of the Association at this meeting and, to this end, to complete, sign and file any forms, make any declarations and, in general, do everything necessary or useful for the execution of this special power of attorney.



DELEGATION OF POWERS OF THE PERFORMANCE OF THE ADMINISTRATIVE AND PUBLICATION FORMALITIES

YES	
NO	
ABSTAIN	

16. Proposed amendments to the Internal Rules of the General Assembly

Only the substantive changes are tracked.

Internal Rules of the General Assembly

As adopted by the General Assembly on 28 June 2023

The internal rules supplement the Articles of Association and must be read as a whole with the Articles of Association.

I. FINANCE

A. Annual membership fees

1. General

Article 1.

The general principles and rules governing membership fees are in the Articles of Association. The fee calculation method and additional rules are as provided in these Internal Rules and any Internal Rules of the Board of Directors.

The ICA will accommodate and assist those national cooperative representative organisations wishing to coordinate the collection of ICA membership fees within their country, respecting existing operational arrangements between those national cooperative representative organisations and their members.

The ICA will further permit the Members in a given country to voluntarily agree to a different allocation of ICA membership fees amongst themselves as long as the total aggregated membership fees equal that calculated according to the membership fee formula for all Members in that country.

The Board of Directors will support and, through any Board committee to which it may delegate the responsibility, ensure the correct implementation of the membership fee formula.

2. Membership fee calculation method

Article 2.

All membership fees are invoiced in Euros, or in such other currency as may be determined by the Board of Directors.

The ICA calculates the membership fees of its Regular Full Members, Supranational Full Members and Associate Members on a four-year cycle based on membership data provided for the calendar year that is two years prior to year one of the membership fee cycle.

Membership fees remain at the same level during the four-year membership fee cycle but may be indexed annually for inflation by decision of the Board of Directors.

The formula for calculating membership fees (referred to as membership fee formula) for Regular Full is as follows:

Base Fee multiplied by Representation Factor multiplied by Economic Factor.

The Representation Factor is calculated as the ratio at the beginning of each four-year cycle of the number of natural persons represented by the Member to the average number of natural persons represented by all Full Members. For this purpose, the number represented includes those natural persons belonging directly to the Member and those represented indirectly through the Member's members. The minimum Representation Factor is 0.25 and the maximum is 20. If a Member fails to submit the required membership data, the ICA will estimate the number of natural persons it represents using the best data it can find for that Member.

The Economic Factor is calculated as a ratio of the Member's country GDP, as determined with reference to the World Bank's Gross Domestic Product Purchasing Power Parity, relative to the world's average GDP

PPP. The GDP PPP figures used are those from the tables published the year prior to the beginning of the four-year cycle. The minimum Economic factor is 0.50.

The Base Fee at the start of each four-year cycle is determined by the ICA's accountants. The change in membership fee in the first year of the new four-year fee cycle, as determined through the application of the formula, will not exceed 10 per cent, up or down of, applying the above membership fee formula to each member, subject to a 10% maximum increase above the Member's full 2017-2020 membership fee in the last year of the previous four-year cycle. ~~In applying the formula for the four-year cycle beginning 1 January 2021, no reductions to membership fees are permitted from the 2017-2020 full membership fees for each member.~~

The membership fee before annual indexation for Supranational Full Members with status in one region is 7,600 EUR and, for International Full Members with status in more than one region, 11,000 EUR.

In countries where there is more than one Full Member, the affiliations between ICA Members in that country will be established. The formula is then first applied to primary cooperatives that are Full Members of the ICA to avoid any double counting of individual members. Their respective membership is thereafter subtracted from that of the other Full Members of the ICA in that country to which they are affiliated. The fees for other organisations in ICA membership are thereafter calculated on the remainder of members they represent.

In accordance with the Articles of Association, the membership fee calculation method for Associate Members is determined by the Board of Directors. In establishing the calculation method, the Board may distinguish between non-governmental and governmental Associate Members and may include an economic factor to vary the fee by country or by region. In determining the membership fee for each Associate Member, the ICA will apply the fee calculation formula in a consistent manner.

The economic factors and membership fees for Associate Members in effect at the time of adoption of these Internal Rules are set out below:

ICA membership fee for non-governmental Associate Members

Economic Factor	Membership Fee
0.50	550 EUR
0.51 to 1.40	1,900 EUR
1.41 and above	3,700 EUR

ICA membership fee for governmental Associate Members

Economic Factor	Membership Fee
0.50	3,300 EUR
0.51 to .65	5,600 EUR
0.66 to 1.15	7,700 EUR
1.16 and above	11,000 EUR

The Members in a given country may enter into an institutional arrangement with the ICA, called the "Country Option", under which they determine how the aggregate membership fees will be distributed amongst them.

The maximum total membership fee payable by the Members together in a single country, before annual indexation, is 300,000 EUR. Where the sum of the fees assessed for the Members individually in the country exceeds this limit, the fee for each Member will be reduced proportionally or, if the Members have chosen the Country Option, on such other basis as the Members may agree amongst themselves.

Membership fees will be distributed amongst the Global Office, Regions and Sectoral Organisations in accordance with modalities established by the Board of Directors.

II. THE GENERAL ASSEMBLY

A. Voting rights and registration fees

Article 3.

The voting rights are in the Articles of Association. Further details are provided in these internal rules.

Members shall pay a registration fee, determined by the Board of Directors, for each Representative and observer present at the meeting of the General Assembly.

B. Standing orders for the General Assembly

1. Sessions of the General Assembly

Article 4.

Rules governing General Assemblies are in the Articles of Association. Further procedures are provided in these Internal Rules.

No meetings of the ICA Regions, Sectoral Organisations or Thematic Committees may take place during the sittings of the General Assembly. All social functions that would in any way hinder the work of the General Assembly are strictly prohibited.

An attendance list is kept for each General Assembly. Members or their proxy holders have to sign this list before they attend the General Assembly, indicating their surname, first name and address or, in the case of legal persons, their name, legal form, registered office and registration number established in accordance with existing legislation and/or regulations.

A timetable will be prepared for the discussion of each subject, which shall be strictly adhered to, subject only to such modifications as allowed for in the Articles of Association.

The business of the General Assembly is carried on in such of the ICA's official languages as the Board of Directors decides. Any Representative who is unable to use one of the official languages may be assisted by a delegation interpreter.

Members who have fully paid their membership fees may submit resolutions to the Director General two months before the date of the General Assembly for consideration by the Board of Directors, which determines their admissibility.

Members who have not paid all membership fees due at least 45 days prior to the General Assembly are not eligible to vote, unless authorised by the Board of Directors.

2. Order of debate

Article 5.

Representatives desiring to speak on any subject must indicate their wish to the chairperson, who calls upon them in the order in which their requests are received.

All speeches must be addressed to the chairperson and directed to the subject under discussion, or to a question of procedure.

Representatives may speak more than once on any matter under discussion but may make a second intervention only after all those inscribed have had an opportunity of speaking.

Questions of order or personal explanations may be raised at the end of any intervention, or interpretation thereof, but may not interrupt either the speaker or the interpreter, or the chairperson in the act of taking a vote.

Proposers of substantive motions have the right to reply to the discussion before the motions are put to the vote. Not more than one motion, or amendment to it, will be discussed at any one time, unless the chairperson decides otherwise.

As a general rule, speakers are asked by the chairperson to adhere to specific time limitations.

Discussions on any question may be closed by a motion, "That the question be now put". Such a motion may only be proposed by a Representative who has not already spoken on the subject under discussion. If the closure is seconded, the chairperson puts the question of closure to the vote. The proposer of the original motion has the right to reply before the vote is taken.

Dilatory motions —i.e., "That the discussion be adjourned" or "That the matter be dropped"— are formally moved and seconded and put to the vote without discussion.

No motion is put to the vote unless it is seconded.

Amendments to a motion circulated with the meeting agenda must be submitted in writing to the Director-General 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.

3. Voting

Article 6.

All motions shall in the first instance be submitted to the vote by a show of voting cards of Representatives or by such other means as the General Assembly has approved. Any Representative may demand a count, which is taken by the Director General calling aloud the name of each Representative in alphabetical order and at the same time announcing the number of votes to which they are entitled and recording the responses.

In the case of an equality of votes being given on any question, the chairperson declares the proposition "Not carried".

Voting is certified by the Director General under the supervision of the chairperson.

4. Suspension of standing orders

Article 7.

No motion to suspend a standing order for any purpose will be accepted unless notice in writing supported by no fewer than 10 Representatives is given to the Director General, stating the reason for the motion. The motion to suspend standing orders is put to the vote after it has been moved and formally seconded and provided that not more than one intervention has been made in opposition. To suspend a standing order, the motion must be approved by a three-fourths majority of the votes cast. If defeated, no second motion for the same purpose is permitted.

C. Standing orders for Board elections

Article 8.

The Board of Directors appoints an Elections Committee. The Committee is composed of at least five (5) persons, including current and retiring directors who are not running for election, supplemented as needed by other retired directors as decided by the Board of Directors, and will be gender-balanced. The Committee:

- a. seeks out and encourages the nomination of candidates for the position of President and for at-large positions on the Board, as needed;
- b. encourages the nomination of candidates from groups that are under-represented on the Board, including women and youth;
- a-c. encourages the nomination of persons from any Regions under-represented on the Board;
- b-d. supervises the conduct of elections at the General Assembly;
- c-e. rules upon the eligibility of candidates;
- d-f. ensures that elections are conducted in accordance with established procedures; and
- e-g. advises the Board of Directors as required on election issues.

Emergency nominations may be accepted at the discretion of the Elections Committee, for justifiable technical reasons, up to 24 hours prior to the voting.

The voting is certified by the Elections Committee.

III. SPECIAL DISPOSITIONS

A. Applicable law and dispute resolution

Article 9.

As long as the registered office of ICA is in Brussels, Belgium, any dispute arising from these Internal Rules shall be subject to the exclusive jurisdiction of the Belgian courts.

B. Amendments to the Internal Rules

Article 10.

Amendments to these Internal Rules are proposed and adopted in accordance with the same requirements as provided for amendments to the Articles of Association in section 17 of the Articles.

C. Definitive text of the Internal Rules

Article 11.

The definitive text of the Internal Rules is that of the French language.



APPROVAL OF AMENDMENTS TO THE INTERNAL RULES OF THE GENERAL ASSEMBLY

YES

NO

ABSTAIN

18. Next General Assembly

The date and venue of the 2026 ICA General Assembly to be announced.

--- The official version of the text of the ICA General Assembly principal documents is the English version unless otherwise noted. ---

Complimentary translations are provided in French and Spanish as applicable. All language versions of the official meeting documentation are available at <https://ica.coop/en/events/ica-general-assembly-2025>. ---



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