



International
Co-operative
Alliance

Annual Report 2016





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Dear colleagues,



Monique F. Leroux
President

What an exceptional year we have just had! 2016 saw the International Co-operative Alliance significantly strengthen its position. We experienced the full power of the words Unite, Promote and Develop. I believe that this would be a good time to give you a first full update.

Over the past year, our Movement racked up a series of firsts.

First, we signed a historic agreement with the European Commission to promote the co-operative model in international development policies and programs. This partnership, which was structured in close collaboration with Cooperatives Europe, will raise our voice within the Agenda 2030 and SDGs implementation over the next 5 years.

Collectively, we attended numerous forums. I am thinking in particular of our participation in the B20s in Turkey and China, and now the work underway in Germany.

We also organized major events in the United Nations to promote our ability to act for the well-being of our communities.

I thank and congratulate all those who were involved in our efforts to provide active representation on behalf of the International Co-operative Alliance.

I would also like to thank everyone who is involved in the regions, sectors and committees. Your work and commitment helped the Movement progress.

I would like to highlight the work of the Leadership circle and the Co-operative round table, which brought to the fore a number of concrete ideas and initiatives, including the "Co-operatives for a better world" marketing campaign, as well as Blue Ribbon projects on capital.

Those two committees also evaluated how co-operative and mutual businesses can work together on the global stage to enhance our contribution to the economy, by creating a centre of expertise or e-commerce platforms. Your contribution is essential.

Moreover, 2016 was also a year when more of our members were brought together through numerous regional, national and global thematic and sectoral conferences. The third edition of the International

Summit of Co-operatives is another telling example of this mobilization. Launched in 2012, that event has become a concrete demonstration of the strength of our Movement. For that third edition, we had close to 3,000 participants from around the world representing more than 116 countries. The Summit demonstrated the tenacity, coherence, solidity, weight and diversity of every aspect of the co-operative and mutual Movement: social innovation, democratic participation, creativity, collective action and flexibility. Together, we affirmed our leadership on the international stage.

We are also the first global economic group to engage in a concrete undertaking in support of sustainable development piloted by the United Nations. Our final declaration, which we will be tabling before that organization, will be supported by an action plan aimed at highlighting those projects. That plan will guide our actions until 2030.

Finally, I want to underline the considerable amount of work undertaken by the board of directors for the second phase of our Blueprint for a Co-operative Decade and on the strategic reflections aimed at giving us the means to achieve our ambitions. For the first time in an official manner, in 2016, regional and sectoral managements, along with the board of directors, shared their priorities and development plans. Their work will continue into 2017, as the Alliance conducts an extensive consultation with its members. The outcome of our collective work will be shared at the next Alliance's general assembly and global conference, in Malaysia.

The co-operative model has always been remarkably adaptable and innovative. The co-operative approach, cast against the backdrop of human values, is a reasoned and reasonable economic and social model, both engaged and engaging, imbued with a keen sense of social justice and resolutely turned to the future. Thank you all, dear members who, through your contributions to the Alliance, demonstrate your trust in our organization.

I wish every one of you an excellent year ahead: 2017 promises to be every bit as full, shaped by cooperation, faith and optimism. We represent the potential for a better world, one that is more fair, inclusive and prosperous.

Cordially and in cooperation,
Monique F. Leroux

Dear Members,

When our members adopted the Blueprint for a Co-operative Decade in 2012, we were influenced by our scan of the environment at that time and our projection of major trends. Occupy Wall Street and the Arab Spring were showing the depth of public dissatisfaction and even despair. We anticipated the forces that sparked those events would continue to drive disruption. In 2016 we saw those forces drive watershed political change in major economies around the world.

While all people of good will abhor the human consequences of this disruption, it reaffirms our conviction that this is a time the world especially needs the co-operative message of positive self-help and community building.

In 2016 we took a significant step to strengthen our capacity to foster the co-operative development the world so sorely needs. In partnership with the European Commission, we launched a five-year, 10 million euro development programme that will take us through the end of this Co-operative Decade.

The global structure of the Alliance – our membership, our governance, our organization into four geographic regions – but also our purpose and goals, convinced the Commission that our organisation is an important global partner for sustainable development. Our intent is that at the end of this five-year period, our members will have the capacity to become significant development actors.

This partnership acts upon our commitment to the Sustainable Development Goals the United Nations adopted at the close of 2015 and which set the development agenda for the next 15 years.

We signaled the co-operative movement's commitment to those goals with the launch of our CoopsFor2030 platform (www.CoopsFor2030.coop) at UN Headquarters last June. This platform unites co-operative pledges for specific actions to implement an SDG and positions the co-operative movement as a key partner in achieving the 2030 development agenda.

Last year we were delighted when UNESCO, the United Nations Educational, Scientific and Cultural Organisation, added co-operatives to its list of the intangible cultural heritage of humanity. Many have heard of UNESCO's list of world heritage sites, places of outstanding universal value. UNESCO established the list of intangible cultural heritage in 2003 to acknowledge that the human experience is not defined only by tangible places and monuments, but equally by practices and traditions. A member-state must make such a nomination, and Germany made the case for co-operative recognition, noting that co-operatives 'strive for a more just development of globalization processes'.

From our beginnings in 1895, the Alliance has grown to represent today co-operatives over 100 countries. We know that 250 million people make their livelihood through co-operatives. 100 million households receive their health care through health co-operatives. We know that the 300 largest co-operatives have annual turnover over USD 2 trillion. We know that there are something like 1 billion members in co-operatives. And we know that this is an engine for sustainable development.

Yours in co-operation,
Charles Gould



Charles Gould
Director-General



Representing Co-ops before the Business 20

In 2016, during the Chinese Presidency of the G20, the International Co-operative Alliance continued its strong representation in the 'Business 20', a group of businesses and trade associations in G20 countries that provide recommendations to G20 leaders.

Members and representatives of co-operatives participated in the different working groups, along the year, and the leaders' Summit in September in Hangzhou, China. These advocacy opportunities allowed members to exert their influence over many topics, including finance, trade, employment, SME development, infrastructure and others, from a co-operative perspective, raising awareness of policy-makers and the overall business community to the value of the co-operative business model.

As a result, the B20 recommendations that were sent to the G20 leaders recognized the role of co-operatives in boosting entrepreneurship and self-employment and in providing insurance to less privileged people. As the G20 Presidency transitioned from China to Germany by the end of the year, the International Co-operative Alliance followed suit and was represented at the official opening in December in Berlin, Germany.

The 2016 International Summit of Co-operatives

The outcome of the 2016 Summit was tremendously positive, thanks to a solid program, quality speakers, high-level research, large turnout and high satisfaction rate of close to 94% and the achievement of a balanced budget.

Furthermore, there was a clear economic and financial impact, which should once again be in the CAD \$16 to \$20 million range.

For both co-hosts, the Alliance and Desjardins Group, the Summit helped enhance their reputation and recognition both nationally and internationally.

For co-operatives and other businesses, more than 937 meeting requests were made, and are still being followed up on. A solid social media strategy generated great interest, thereby increasing the number of people around the world following the Summit.

The 2016 Summit helped confirm the commitment of co-operatives as the first organized economic group committing to the sustainable development goals. The Summit's declaration on the SDGs will be formally presented to the United Nations.



Mr. Joseph Stiglitz at the International Summit of Co-operatives: *"we should learn from the co-operative model to fight inequalities."*



The Sectors of the International Co-operatives Alliance look back on 2016

Insurance

Co-op and Mutual Insurers saw many highlights in 2016. ICMIF is pleased that AMICE members welcomed new leadership and voted to become European Regional Association of ICMIF. In June 2016 ICMIF attended the International Association of Insurance Supervisors (IAIS) global seminar in Budapest (Hungary) and questioned the scope of the IAIS mutuals document.

In China, the Insurance Regulatory Commission (CIRC) granted approvals for the establishment of three mutual insurance companies: Zhonghui Property Mutual, Huiyou Construction Property Mutual and Xinmei Life Mutual.

Further, ICMIF's 5-5-5 Mutual Micro-insurance Strategy received significant recognition through its inclusion in the B20 Financing Growth taskforce's Policy Paper and its work will play a key role in ICMIF's commitments as co-chair of the IDF Microinsurance Working Group.

The ICMIF Intelligence Committee (IC) met for its first meeting of 2016 in April in Brussels (Belgium) hosted by ICMIF member P&V Group. The twoday agenda involved discussion around four main topics previously identified as of particular interest to members of the IC, each with the potential to significantly impact our industry.

These topics were: distribution; advanced analytics and cognitive computing; digital ecosystems and the sharing economy; and climate smart investing.

In May 2016 more than 60 members from across the world took part in ICMIF's first multi-forum event in York, UK. Regulatory Leaders Forum and the Leadership Development Forum all held their respective meetings on the second day of the event, which had been preceded by a plenary which explored the wider issues facing this generation and the importance of these issues for ICMIF members.

In 2016 ICMIF have partnered with member organizations and made historic advances in aligning with the mutual and co-operative insurance sector's regional strategies. ICMIF have raised the profile of both issues and opportunities in emerging markets and utilised our constantly expanding profile to challenge global policy.



Mrs. Kathy Bardswick, 2002-2016 President and CEO of The Co-operators Group Ltd with Mr. Shaun Tarbuck, Chief Executive of the International Co-operative & Mutual Insurance Federation (ICMIF).

Consumers (CCW)

Since the CCW Global Summit on e-Commerce, held on 19.04.2016 in Brussels, Belgium, the sectoral organization has continued in the implementation of its annual work plan.

As such, CCW has been focusing on preparing its second annual event on the theme of youth participation in the management of consumer co-operatives.

The CCW Global Youth Forum “Co-operatives and Youth: Empowerment, Employment, and Engagement” was held on 22-23 September 2016 in Co-operative Hotel Complex Melsa COOP in the ancient town of Nesebar, Bulgaria. 26 foreign participants from 13 countries and one global sectoral organization attended, the majority of which were young co-operators amongst whom Gabriela Buffa Alliance Board member and Chair of the Alliance Global Co-operative Youth Network, but

also the Director of ICA Africa Dr. Sifa, the Dean of the Russian University of Co-operatives prof. Valigurskyii, and youth representatives of China Co-op.

CCW has also launched its new website. It features a new platform for the collection of national member data (for members use only). Further to that, the Secretariat has been working with members on the drafting of a CCW Report “Consumer Co-operatives and the Blueprint” which will feature each CCW member’s contribution and challenges in the five Blueprint pillars.

The Report will also have an introduction with key data and statistics of each CCW member.



Delegates at the CCW Global Youth Forum plant “youth trees” next to the marble engraving dedicated to the Forum.

Agriculture (ICAO)

2016 has been a busy and exciting year for agricultural co-operatives. For the past six months, the ICAO secretariat and members have participated in several events beginning with the Executive Committee (EXCOM) meeting in the spring. This meeting was held with the gracious support of the Co-operative League of Thailand (CLT), who concluded the event with a visit to local agricultural co-operatives. ICAO has also assisted in the dispatching of member representatives to various events, especially the Committee on Food Security and ICA board meeting, as well as raising international awareness in conjunction with the FAO's Year of Pulses.

In the coming months, ICAO looks forward to hosting its annual general meeting and seminar in cooperation with the ICA-Asia Pacific Regional Assembly in New Delhi this November. The theme of this year's seminar is 'Smart Farming' and will feature practical advice and suggestions for food



security, which participants can extend to their member co-operatives. This meeting will also include a workshop entitled 'Expanding Your Co-operative Network', which is meant to instruct participants on how to use Internet tools to better connect with one another. In the spring, the Organization of Brazilian Co-operatives (OCB) will host the first EXCOM meeting of 2017 in Brazil in conjunction with an exhibition from local agricultural co-operatives. As always, ICAO extends its utmost gratitude for the support and participation of its members and affiliates.

The ICAO executive committee 2016 general meeting and smart farming seminar in New Delhi, India.

Fisheries (ICFO)

ICFO maintained close relations with the ICFO member countries so as to reinforce co-operation on fisheries and the co-operative movement. The ICFO Chairman met with Dilip Wedaarachchi, Sri Lankan State Minister of Fisheries and Aquatic Resources Development in June 2016, to discuss ways of developing the bilateral partnership. For nurturing talent in the field of fisheries, ICFO and Pukyong National University launched the scholarship program in 2014. Pukyong National University launched a two year graduate course for two students from developing countries.

ICFO invited Sri Lankan government officials and fishermen led by Dilip Wedaarachchi,

State Minister of Ministry of Fisheries and Aquatic Development from 26 September - 1 October 2016. During their stay in Korea, ICFO arranged study tours and meetings so as to share the expertise and experiences of Korean fisheries co-operatives and the fishing industry.



ICFO President Mr. Im-Kweon Kim, Mr. Byeong-won Kim with Mrs. Monique F. Leroux, Alliance President, Mrs. Inja Park and Mr. Cheol-Sang Moon during Mrs F. Leroux' 2016 visit.

Industry and Services (CICOPA)



Mr. Bruno Roelants, CICOPA Secretary General, visiting FEDECABA (Confederación Nacional de Cooperativas de Trabajo, AR), with Mr. Christian Miño and FEDECABA presidente, Mr. Hugo Cabrera.

In 2016 CICOPA has produced multiple campaigns and initiatives. There was the CICOPA global Youth Co-operative Entrepreneurship Campaign, scheduled and launched in December 2016 and throughout 2017. CICOPA also participated in a South Asian workshop on worker and artisans' co-operatives in Kerala (India), organized by ICA-AP in August. Fieldwork was carried out, in Kerala and Sri Lanka and interviews in France and Belgium for the ICA funded Employment Report follow-up project in August.

Further, a CICOPA sectoral workshop was held at the ICA-AP regional conference and discussions on AP sectoral mapping with ICA-AP were held.

In October CICOPA held an International Summit of Co-operatives workshop on industrial, service and energy co-operatives and of the preparatory document.

In July 2016 CICOPA participated in the US biannual Worker Co-operative Conference, Austin. With the ILO and ICA-CCR, and as a follow up to Antalya's ILO/ICA academic conference, CICOPA prepared a publication on the world of work.

CICOPA also prepared a questionnaire for the 2017 biannual Global Report on Industrial and Service Co-operatives and published its Work Together e-magazine.

Housing (CHI)

In September 2016, CHI attended United Nations Economic Commission for Europe 77th Committee meetings on Housing and Land Management in Geneva where they made a presentation on sustainability initiatives in co-operative housing. They also attended Housing Europe's General Assembly and capacity building conference themed "Housing for All".

Three of our board members (Blaise Lambert, Anders Lago, and Nicholas Gazzard) and Dermot Sellars from Co-operative Housing Ireland were panelists/presenters.

CHI partnered with Housing Europe for this event and intend to do so again for next year's GA in conjunction with an international social housing festival

in Amsterdam in June 2017. The CHI board met at the Summit and held a panel discussion on long-term economic sustainability. Anders Lago, CHI treasurer, represented housing co-operatives at the Habitat 3 conference in Quito Ecuador and exhibited at side events in conjunction with urbaMonde and Habitat International Coalition (HIC).

Nicholas Gazzard, CHI President and Julie LaPalme, Program Director attended the AGM of the National Association of Housing Co-operatives (NAHC) and presented the benefits of Alliance and CHI membership to their board. Their treasurer, Linda Brockway, attended the Quebec Summit and CHI rendez-vous events, and briefed us on latest membership developments and best approaches.

Bank (ICBA)

In 2016, the association organized a conference which was held in India. It aimed to continue the work initiated in 2015 while highlighting the synergies between co-operative banks and expectations of the co-operative world at large.

Furthermore, a round table took place in Quebec City in October 2016 during the International Summit of Co-operatives. Similarly, an internal seminar was organized for the members in Paris, in order to discuss specific topics.

In addition, a study was carried out with respect to the Indian banking co-operative system. Moreover, a working paper was prepared in line with the conclusions of the 2015 and 2016 seminars and was presented to a journal specialized for Asia-Pacific issues. Finally, an analysis of the co-operative banking system in the world was carried out and presented in Quebec.

Health (IHCO)

Among the initiatives and activities developed by International Health Co-operative Organisation in 2016, two of them should be highlighted. IHCO in collaboration with EURICSE started a research to know how health co-operatives contribute to improving the welfare state of the countries in which they operate and what is the impact on the health of citizens. The project aims to identify the main organizational forms typical of the co-operatives from the health sector and to understand how they relate to national welfare systems. This analysis also aims at formulating recommendations for the design of efficient and inclusive social policies. The project, which lasts for five years, is supervised by scientific committee, and the first output is planned to be presented at the 2017 IHCO General Assembly, in Kuala Lumpur.

Moreover, IHCO worked jointly with CICOPA and the International Summit of Co-operatives for a sectoral workshop entitled “Acting wisely on health and social services – the co-operatives’ way” and which was held on

12 October 2016. The workshop discussed the actual and potential expansion of health & social services provided by co-operatives. Two roundtables focused on the collaboration between governments and co-operatives providing health and social services in the context of a growing demand for primary care services; and the co-management and multi-stakeholder governance in health and social services, highlighting how practitioners and users share the accountability.



Regions of the Alliance

ASIA AND PACIFIC REGION OF THE ALLIANCE

ICA-AP in 2016, through the network of the Alliance was able to raise close to 1 million USD to assist in relief and rebuild co-operatives after the Nepal earthquake. Contributions come from India, Japan, Australia, China, Malaysia, Korea, Philippines and Singapore.



ICA AP Regional
Director
Mr. Balu Iyer
with ANGKSASA
officers at SMK
Co-operative,
Malaysia.

The Asia Pacific region hosted a few landmark events in 2016 - The Tagaytay+20 Third Regional Conference on Status of Women in Co-operatives, the First Asia-Pacific Youth Summit in Bali and the 12th Regional Assembly in New Delhi. All these events saw important declarations that as a region we are committed to implement. During the Regional Assembly, members from the region showcased the impact their work was having and the role they were playing in implementing the Sustainable Development Goals. During the Regional Assembly, a new regional board consisting of committed leaders from across the region was elected. We are proud we elected a woman Vice Chair and co-opted the Chair of the Women Committee to the Regional Board. To encourage young

researchers to the field of co-operative research, we instituted the Dr. Mauritz Bonow Young Researcher Award at the Assembly.

This year we made efforts to engage with the regional entities such as Association of South East Asian Nations (ASEAN), the Gulf Co-operating Countries (GCC), the Melanesian Spearhead Group (MSG) and the South Asian Association for Regional Co-operation (SAARC). There is lack of political awareness of the sector, limited access to capital, and insufficient education about the co-operative model. We hope to engage with these institutes to raise awareness, provide training and raise the technical capacity in co-operatives.

We carried out many training programs, workshops and seminars, all aimed at developing the capacity of our members. We are thankful for the financial support provided by our members from China, Japan, Korea, Malaysia, and Thailand. We appreciate the support from the Ministry of Agriculture, Forestry and Fisheries, Government of Japan for their continued support in the development of co-operatives in the region and to the European Union for the “Co-operatives in development – people-centered businesses in action project.”



Americas Regional Director
Mr. Manuel Mariño speaking at a
meeting of the Alliance-European
Union Partnership.

CO-OPERATIVES OF THE AMERICAS

2016 saw many exciting milestones in the Alliance's Americas Region. The Agricultural Co-operatives Network of the Americas held a session at the headquarters of the Federation of Production Co-operatives (FECOPROD Ltda.) in Paraguay.

At the IV Co-operative Summit of the Americas in Uruguay, strategic actions were defined and presented, including the Strategic Plan of the Network and its implementation.

In the area of Sustainability, Americas attended the first workshop of the European Union Project in Brussels. The general planning of the project, priorities, cohesion of teams and convergence topics were defined.

The Regional Youth Committee (CRJ) of the Americas organised its Second Regional Seminar of Youth where 105 young people from Argentina, Costa Rica, Honduras, Peru, Mexico and Dominican Republic participated.

Americas also hosted the tenth National Meeting of the National Network of Popular Finance and Solidarity in Ecuador (RENAFIPSE) in Manabi, as part of the plan to

support reactivation of the economy after the earthquake in the same region. The meeting analysed the current situation of the Popular and Solidarity Economy sector in Ecuador, defined perspectives and consolidated links between actors in this economic system.

In the area of Education, Training, Advocacy and Information, Americas organized three days of training and technical assistance for Bolivian women, to act as coach to other women in the social and solidarity economy. Training aimed to educate, to increase, promote and strengthen leadership and participation of women in the co-operative movement.

In July, Co-operatives of the Americas carried out in Costa Rica a coaching training programme in co-operative education. The activity prepared a total of 17 participants from Argentina, Colombia, Costa Rica, Ecuador, El Salvador, Mexico,

Nicaragua and Dominican Republic, who work in the areas of education of co-operative organizations.

Further in 2016, a delegation of 9 leaders and officials from the Americas region participated in the regional meeting of the Policy Forum on Development (PFD) which brought together 70 representatives of

NGOs, trade unions, feminist organizations, local authorities and entrepreneurs to exchange with authorities of the European Union. Americas presented the perspective of the co-operative movement in the region as regards the theme “Favorable environment for social organizations and local authorities in the implementation of the Agenda 2020”.

COOPERATIVES EUROPE

2016: Cooperatives Europe ensures inclusion of co-operatives in European policies and strengthens the partnership between the ICA and European Commission.

Advocating for a favourable entrepreneurship policy for co-operatives remains a central focus for Cooperatives Europe, including participation to high-level meetings with the EU Institutions (e.g. SME Envoy meetings), where Cooperatives Europe amplifies the co-operative voice within EU policies.

Actions were also taken to promote the transfer of healthy businesses into worker co-operatives through the TransfertoCOOPS project, as well as encourage the creation of new care co-operatives through the iCareCoops project. Starter.coop, the website of CoopStarter project was launched to provide information for new co-operative start-ups and facilitate the contact between young entrepreneurs and co-operative mentors in Europe. In

addition, Cooperatives Europe supports and works closely with the European network of young cooperators, who participate in common projects with us.

Collaborative Economy is the new area of focus taken on by Cooperatives Europe in light of co-operatives’ successful involvement in the topic. An exploratory study titled “Co-operative Platforms in a European Landscape” was thus conducted into existing innovative practices and co-operatives active in the collaborative economy. Following that, Cooperatives Europe established a new Working Group on the topic.

A co-operative approach within the European policy on Social Economy has also been advanced through the report of the Expert Group on Social Entrepreneurship (GECES). which has a specific chapter dedicated to cooperatives.

The past year also marked the first year of the implementation of the ICA-EU partnership in international development as well as the significant inclusion of cooperatives in European Commission’s new Consensus on Development. The strong impact of the European region within the partnership was demonstrated at the European Development Days as well as through the work of Cooperatives Europe Development Platform.



CO-OPERATIVES AFRICA REGION

The Alliance Africa is an effective and efficient voice for co-operatives in Africa. The initiatives of the Africa region revolve around the implementation of both the Alliance's EU partnership project and the Africa 2013-2016 Co-operative Development Strategy. A new 2017-2020 strategy has been launched.

Sectoral Regional Co-operatives Organizations as well as youth membership and women participation are core to our activities. The office has organized the first Africa Gender and Youth Conference and held its 12th Regional Assembly on October 31, 2016 in Kigali, Rwanda.

The Africa Region has represented co-ops in a long list of meetings throughout 2016, including the UNCTAD 14th Session, the meeting of EU African Economic and Social Stakeholders, and the 17th SACCA Congress.

The Africa Region promotes sustainability by re-invigorating sectoral efforts with thematic conferences and by putting a special focus on the contributions of the women and youth.

The Alliance Africa has organized the 12th Regional Assembly and the 2nd Africa Co-operative Conference: "Co-operatives in africa embracing sustainable development goals" bringing together all continental co-operative stakeholders.



Alliance Africa Regional Director Mrs. Chiyoge Sifa at a meeting with the Alliance-EU Partnership team.

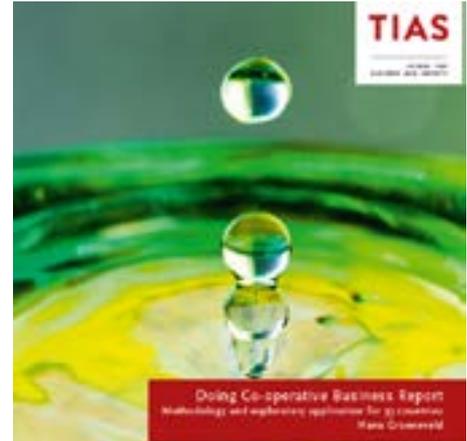


The Blueprint

for a Co-operative Decade



Mr. Hans Groeneveld of the TIAS Management School, The Netherlands.



THE DOING CO-OPERATIVE BUSINESS REPORT

The Doing Co-operative Business Report is the foundational report for the Alliance’s Doing Co-operative Business (DCB) project, which would evaluate the enabling environment for co-operatives in countries around the world. While the effects of policy measures and law on co-operatives must be assessed on a case-by-case and country-by-country basis, certain correlations exist between the vitality of the co-operative economy and the institutional environment in which it operates.

The co-operative sector is generally smaller in societies characterised by large inequalities and where power is captured in the hands of just a few people.

A favourable general business environment (e.g. a higher General Doing Business Indicator according to the World Bank) is associated with better co-operative performance.

Good governance conditions are positively correlated with co-operative performance. The perceived level of corruption in a country is negatively correlated with co-operative performance. A rise in perceived corruption presumably marks a deteriorating constellation for co-operatives.

Income inequality is significantly and negatively correlated with co-operative performance. A stronger co-operative economy that is able to enact all seven Co-operative Principles could lead to a decrease in inequality and greater equity in a country.

A positive relationship exists between the overall state of democracy (according to the overall Democracy Index of the Economist Intelligence Unit) and co-operative performance in individual countries. In other words, it seems that the more democratic a society, the more fertile the situation for co-operatives will be.

CO-OPS FOR 2030

To respond to the call of members during the 2015 General Assembly in Antalya to further engage in the implementation of the Sustainable Development Goals, the Alliance developed and launched on the 2016 International Day of Co-operatives “Co-ops for 2030” (www.coopsfor2030.coop).

The Indian Farmers Fertiliser Co-operative Limited (IFFCO) pledged to promote women's education.

The online platform allows members to learn about the SDGs in a co-operative specific way, make pledges to help achieve them, and learn how other co-operatives are taking action.

So far, 79 co-ops in 31 countries have made 161 pledges to achieve the SDGs, and the platform has gained recognition with institutional contacts at the United Nations as a tool to document the impact of the co-operative movement on sustainable development.



Coops for 2030 website



DOMAINS.COOP

The .coop domain is one of the most powerful tools a co-operative business has to make its mark.

The four letters in our unique domain name show an entity is a member of the global co-operative family. That it is democratic, ethical and fair and, as illustrated by the many thriving co-ops around the world, a good way to do business.

What's more, the .coop presence is growing fast. More than 4500 organisations from 92 countries are now registered to use

.coop for their online presence. In 2016 alone, use of the co-operative marque –the global logo for the co-operative movement– increased by over 150%!

Co-operatives around the world are increasingly using the .coop domain and the marque to gain a competitive advantage over privately-owned businesses, and we're not stopping in 2017. This year will see a new, business-focused campaign to grow the use of .coop and the marque. To tell even more of the 4 billion internet users in the world about our values and the benefits of working with a co-operative.

If you've not yet registered a .coop domain, or don't use the global marque for co-ops, find out more about why it's good to do at www.domains.coop.

The coop marque and domain name have been adopted by a wide range of co-ops worldwide, active in very different areas, from media to retail.



CO-OPERATIVES IN DEVELOPMENT

The Framework Partnership Agreement between the Alliance and the European Commission entitled ‘Co-operatives in Development’ was signed in March 2016, ushering in a new phase of collaboration on strengthening the co-operative movement as development actors.

During its first year, the partnership launched in Quebec the Global Co-operative Development Platform (GCDP), which brings together co-operative organisations active in international development to facilitate joint activities and projects. Over 100 representatives of the co-operative movement from around the world participated in the launch event.

A needs analysis of the Alliance offices on development themes was followed by the planning of the first staff trainings in policy, research, and EU project administration. These trainings were facilitated by experts from the United Nations Development Programme (UNDP), Forum für Internationale Entwicklung und Planung (FINEP), Universidad Estatal a Distancia (UNED), and Alliance staff.

The visibility strategy for the ICA-EU partnership, elaborated by all offices to enhance the Alliance’s overall communication efforts, has been implemented to raise recognition of the co-operative model in international development. The programme has adopted the hashtag #coops4dev on social media, which is being used by communications staff and members to raise awareness for co-operatives in development and demonstrate the increasing collaboration in the Alliance.

New relationships have been built in all regions within the co-operative movement and with other civil society organisations and governments, such as the International Trade Union Confederation, Fair Trade, the Latino Parliament, and the World Bank.

Through the partnership, the Alliance made several achievements towards a stronger recognition of co-operatives as development actors. The Alliance participated in high-level events and processes of the United Nations, including the Climate Change Conference, the Commission on the Status of Women, and the General Assembly, to strengthen relationships with institutional contacts. Alliance staff and President Monique F. Leroux celebrated the International Day of Co-operative at the UN through a meeting with UN agencies and ambassadors’ luncheon to promote co-operatives as partners in implementing the SDGs. The regional offices also enhanced their advocacy work. For example, Cooperatives Europe ensured that co-operatives were mentioned by the European Parliament on its resolution on the revision of the European Consensus on Development.



The #Coops4dev team in company of Mr. Neven Mimica, European Commissioner for International Cooperation and Development.

Thematic Committees of the International Co-operative Alliance



Chair Ms. Gabriela Buffa with members of the Youth Network of the Alliance.

YOUTH NETWORK

An intense year of meetings, collective work, and collaboration at the regional and global levels allowed the Youth Network to share experiences, reflect on the current situation, and formulate a work plan to advance its aims. In 2016, it carried out a feasibility study to determine whether a virtual platform designed specifically for the co-operative movement would be relevant and used. It produced three newsletters. During the International Summit 2016, the Youth Network organised workshops for youth and its annual Assembly where it filled all positions for the Executive Committee. It also launched a website (www.globalyouth.coop) and Facebook page for the global youth movement (@globalyouth.coop).

CLC

The Co-operative Law Committee organized the 1st International Forum of Co-operative Law that took place in Montevideo 16-18 November. The Forum gathered more than 150 experts in co-operative law from across the globe to discuss issues such as the relations between co-operative law and the co-operative principles, the “co-operative act”, and overall regulation of co-operatives. The Co-operative Law Committee assisted in the construction of “Cooplex”, a database and online community forum on co-operative law that is set to be launched in 2017.

GENDER

The ICA GEC is a specialized committee of the International Co-operative Alliance, to promote a co-operative movement led by women and men, and based upon both women’s and men’s definitions of equity, solidarity, democracy, and development. Gender integration in the co-operative movement and societies is defined as the reality whereby women’s and men’s values, skills and contributions are valued equally and where the organization of work and decision-making structures are based on women’s needs and views as well as those of men. The realization of this vision will not only make the co-operative movement and societies truly democratic but also stronger and more successful.

COMMUNICATIONS

The Communications Committee in 2016 moved towards a more integrating role, of which the first step was to link the International Day of Co-operatives with the Alliance’s policy agenda, in effect reawakening the use of the United Nations International Day of Co-operatives as a tool for member engagement and communications. The exposure of the Day was leveraged co-ops’ support for the Sustainable Development Goals, and Committee Chair Ed Mayo was appointed to the board of the “Co-operatives for a Better World” initiative, which co-ordinates the global marketing campaign.



Alliance Communications Committee Chair and Secretary General of Co-operatives UK, Mr. Ed Mayo (right) with former UK Prime Minister David Cameron (left).



Membership

Members Year End 2016

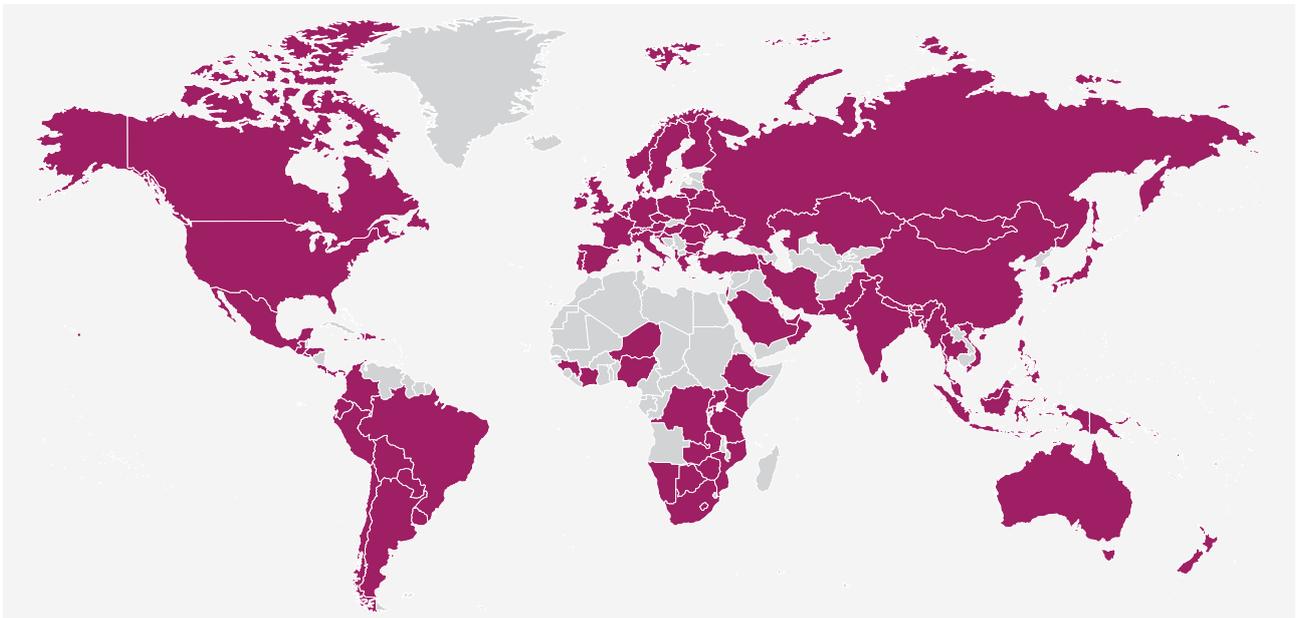
As of 31 December 2016, the Alliance had 299 members from 103 countries of which 46 were Associate Members.

NUMBER OF COUNTRIES

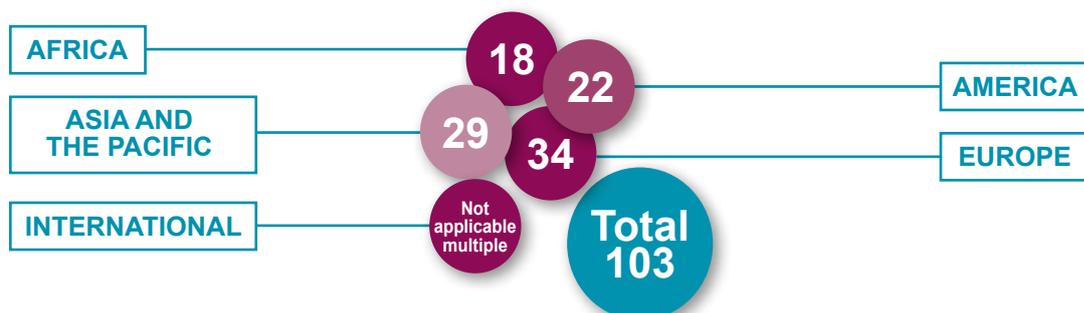
The alliance gained **7 new member countries** which are:

- Saudi Arabia
- Congo (DRC)
- United Arab Emirates
- Niger
- Timor-Leste
- Greece
- Haiti

ALLIANCE MEMBER COUNTRIES



Below are the number of **countries** represented by **region**:



LIST OF MEMBER ORGANISATIONS IN 2016

REGION	TYPE	COUNTRY	ORGANISATION
AM	Member	ARGENTINA	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.)
AM	Member	ARGENTINA	Banco Credicoop Cooperativo Limitado (BCCL)
AM	Member	ARGENTINA	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR)
AM	Member	ARGENTINA	Confederacion Nacional de Cooperativas de Trabajo (CNCT)
AM	Member	ARGENTINA	Cooperativa de Provisión y Comercialización de Servicios Comunitarios de Radiodifusión COLSECOR Limitada (COLSECOR)
AM	Associate	ARGENTINA	Federación Argentina de Cooperativas de Electricidad y Otros Servicios Públicos Limitada (FACE)
AM	Member	ARGENTINA	Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda. (IMFC)
AM	Member	ARGENTINA	La Segunda Cooperativa Limitada Seguros Generales
AM	Member	ARGENTINA	Sancor Cooperativa de Seguros Ltda
AM	Member	ARGENTINA	Federación Argentina de Cooperativas de Consumo (FACC)
EUR	Member	ARMENIA	"Farm Credit Armenia" Universal Credit Organization Commercial Cooperative (FCA UCO CC)
AP	Associate	AUSTRALIA	Business Council of Co-operatives and Mutuals (BCCM)
AP	Member	AUSTRALIA	Capricorn Society Ltd
AP	Member	AUSTRALIA	Co-operative Bulk Handling Limited (CBH Group)
EUR	Member	AUSTRIA	Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv)
AP	Member	BANGLADESH	Bangladesh Samabaya Bank Limited (BSBL)
AP	Member	BANGLADESH	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU)
EUR	Member	BELARUS (Rep. of)	Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ)
INT	Member	BELGIUM-INT	European Association of Co-operative Banks (EACB)
EUR	Member	BELGIUM	Fédération Belge de l'économie sociale et coopérative (FEBECOOP)
AM	Member	BOLIVIA	Cooperativa de Ahorro y Crédito San Martín de Porres Ltda. (COSMart)
AM	Member	BOLIVIA	Cooperativa Rural de Electrificación Ltda. (CRE)
AM	Member	BOLIVIA	Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.)
AM	Member	BOLIVIA	Cooperativa Boliviana de Cemento, Industrias y Servicios (COBOCE LTDA)
AF	Member	BOTSWANA	Botswana Co-operative Association (BOCA)
AM	Member	BRAZIL	Central de Cooperativas e Empreendimentos Solidários do Brasil (UNISOL Brasil)
AM	Member	BRAZIL	Central Nacional das Cooperativas Ontontológicas (Uniodonto do Brasil)
AM	Member	BRAZIL	Central Nacional Unimed - Cooperativa Central (CNU)
AM	Associate	BRAZIL	Cooperativa de Crédito de Livre Admissão de Associados Pioneira da Serra Gaúcha – Sicredi Pioneira RS
AM	Member	BRAZIL	Cooperativa de Trabalho Médico de Ribeirão Preto (COMERP)
AM	Member	BRAZIL	Organização das Cooperativas Brasileiras (OCB)
AM	Member	BRAZIL	Unimed Seguros Saúde S.A.
AM	Member	BRAZIL	Unimed do Brasil, Confederação Nacional das Cooperativas Médicas (UNIMED)
EUR	Member	BULGARIA	Central Co-operative Bank Plc (CCB)
EUR	Member	BULGARIA	Central Co-operative Union (CCU)
EUR	Member	BULGARIA	National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB)
AM	Member	CANADA	Co-operatives and Mutuals Canada / Coopératives et mutuelles Canada (CMC)
AM	Member	CHILE	COOPEUCH Cooperativa de Ahorro y Crédito
AM	Member	CHILE	Cooperativa abierta de vivienda Limitada (CONAVICOOP)
AP	Member	CHINA (P.R. of)	All China Federation of Handicraft Industry Co-operatives (ACFHIC)
AP	Member	CHINA (P.R. of)	All China Federation Of Supply & Marketing Co-operatives (ACFSMC)

REGION	TYPE	COUNTRY	ORGANISATION
AP	Associate	CHINA (P.R. of)	Coop Global Sourcing Limited (CGS)
AP	Associate	CHINA (P.R. of)	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC-Gung Ho)
AM	Member	COLOMBIA	Asociación Colombiana de Cooperativas (ASCOOP)
AM	Member	COLOMBIA	Caja Coperativa CREDICOOP (CREDICOOP)
AM	Member	COLOMBIA	Casa Nacional del Profesor (CANAPRO)
AM	Member	COLOMBIA	Banco Cooperativo Coopcentral
AM	Member	COLOMBIA	Confederación de Cooperativas de Colombia (CONFECOOP)
AM	Member	COLOMBIA	Cooperativa del Magisterio (CODEMA)
AM	Member	COLOMBIA	Cooperativa Médica del Valle y Profesionales de Colombia (COOMEVA)
AM	Member	COLOMBIA	La Equidad Seguros
AM	Member	COLOMBIA	Progressa Entidad Cooperativa de Ahorro y Crédito (Previous name: Progressa Entidad Cooperativa de los Empleados de Saludcoop)
AM	Associate	COLOMBIA	Serviactiva Cooperativa de Trabajo Asociado (COOPERATIVA SERVIACTIVA)
AM	Associate	COLOMBIA	Universidad Cooperativa de Colombia (UCC)
AF	Member	CONGO Democratic Republic of	Cooperative d'épargne et de Credit de Nyawera (COOPEC NYAWERA)
AM	Member	COSTA RICA	Banco Popular y de Desarrollo Comunal (BPDC)
AM	Member	COSTA RICA	Cooperativa de Ahorro y Crédito Ande N° 1 R.L.
AM	Member	COSTA RICA	Consejo Nacional de Cooperativas (CONACOOOP)
AM	Associate	COSTA RICA	Instituto Nacional de Fomento Cooperativo (INFOCOOP)
AM	Member	COSTA RICA	Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN)
AM	Member	COSTA RICA	Centro de Estudio y Capacitación Cooperativa R.L. (CENECOOP R.L.)
AF	Member	COTE D'IVOIRE	Fédération des sociétés coopératives d'Hévéa de Côte d'Ivoire (FENASCOOPH-CI)
EUR	Associate	CROATIA	Croatian Centre for Cooperative Entrepreneurship (CCCE)
EUR	Member	CYPRUS	Co-operative Central Bank Ltd. (CCB)
EUR	Member	CYPRUS	Cyprus Turkish Co-operative Central Bank Ltd (KoopBank)
EUR	Member	CYPRUS	Pancyprian Co-operative Confederation Ltd.
EUR	Member	CZECH REPUBLIC	Co-operative Association of the Czech Republic
EUR	Member	DENMARK	Kooperationen
AM	Member	DOMINICAN REPUBLIC	Cooperativa de Servicios Múltiples de Profesionales de Enfermería, Inc. (COOPROENF)
AM	Member	DOMINICAN REPUBLIC	Cooperativa Nacional de Servicios Múltiples de los Maestros (COOPNAMA)
AM	Associate	DOMINICAN REPUBLIC	Fundacion Dominicana para el Desarrollo Social y Cooperativo (FUNDESCOOP)
AM	Associate	DOMINICAN REPUBLIC	Instituto de Desarrollo y Crédito Cooperativo (IDECOOP)
AM	Member	ECUADOR	Cooperativa de Ahorro y Crédito Policia Nacional (CPN)
AM	Member	ECUADOR	Cooperativa de Ahorro y Crédito Rio Bamba Ltda. (COAC Rio Bamba)
AM	Member	ECUADOR	Red de Integración Ecuatoriana de Cooperativas de Ahorro y Crédito (ICORED)
AM	Member	EL SALVADOR	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES)
AF	Member	ETHIOPIA	Awach Savings and Credit Cooperative (ASCCo)
EUR	Member	FINLAND	Pellervo, Confederation of Finnish Co-operatives
EUR	Member	FINLAND	SOK Corporation
EUR	Member	FRANCE	Confédération Générale des SCOP (CGSCOP)
EUR	Member	FRANCE	Confédération Nationale du Crédit Mutuel
EUR	Member	FRANCE	COOP DE France
EUR	Member	FRANCE	Coop FR
EUR	Member	FRANCE	Crédit Coopératif
EUR	Member	FRANCE	Fédération Nationale des Coopératives de Consommateurs (FNCC)

REGION	TYPE	COUNTRY	ORGANISATION
EUR	Member	GEORGIA	Agricultural & Industrial Co-operatives Society of Georgia "Union of Co-operatives - IBERIA"
EUR	Member	GERMANY	Deutscher Genossenschafts- und Raiffeisenverband e.V. (DGRV)
EUR	Member	GERMANY	GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V.
EUR	Associate	GERMANY	Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK)
EUR	Associate	GREECE	Social Solidarity and Regional Development Network (KAPA Network)
AM	Member	GUATEMALA	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP)
AF	Member	GUINEA	Fédération des coopératives d'approvisionnement et de l'alimentation générale (FECAAG)
AM	Member	HAITI	Union Cooperative de Credit Agricole et Rural d'Haiti (UNICAGRIH)
AM	Member	HONDURAS	Federación de Coops de Ahorro y Crédito (FACACH)
AM	Member	HONDURAS	Cooperativa de Ahorro y Crédito "Sagrada Familia"
EUR	Member	HUNGARY	National Federation of Agricultural Co-operatives and Producers (MOSZ)
EUR	Member	HUNGARY	AFEOSZ / COOP SZOVETSEG (Previous name: National Federation of Consumer Co-operatives & Trade Associations (Co-op Hungary - AFEOSZ))
AP	Member	INDIA	Co-operative House Building & Finance Corporation Ltd.
AP	Member	INDIA	Indian Farm Forestry Development Co-operative Ltd. (IFFDC)
AP	Member	INDIA	Indian Farmers Fertiliser Co-operative (IFFCO)
AP	Member	INDIA	Buldana Urban Co-operative Credit Society Ltd. (BUCCS)
AP	Member	INDIA	Krishak Bharati Co-operative Ltd. (KRIBHCO)
AP	Member	INDIA	National Agricultural Co-operative Marketing Federation of India (NAFED)
AP	Member	INDIA	National Co-operative Agriculture & Rural Development Banks' Federation Ltd (NCARDB Federation)
AP	Member	INDIA	National Co-operative Consumers Federation Ltd (NCCF)
AP	Associate	INDIA	National Co-operative Development Corporation (NCDC)
AP	Member	INDIA	National Co-operative Union of India (NCUI)
AP	Member	INDIA	National Federation of Farmers Procurement, Processing & Retailing Cooperatives of India Ltd. (NACOF)
AP	Member	INDIA	National Federation of Fishermen's Co-operatives Ltd. (FISHCOPFED)
AP	Member	INDIA	National Federation of State Co-operative Banks Ltd. (NAFSCOB)
AP	Member	INDONESIA	Indonesian Co-operative Council (Dekopin)
AP	Associate	IRAN	Central Organization for Rural Co-operatives of Iran (CORC)
AP	Member	IRAN	Central Union of Iran Animal Farmers (CUIAF)
AP	Member	IRAN	Central Union of Rural & Agricultural Co-operatives of Iran (CURACI)
AP	Member	IRAN	Iran Oilseeds & Vegetable Oil Processing Factories Co-operative (Farda Co-op)
AP	Member	IRAN	Iran Central Chamber of Co-operative (ICC)
AP	Member	IRAN	Pishgaman Kavir Cooperative Company (PKYCC)
AP	Member	IRAN	Supervision and Coordination Central Union of Rural and Agricultural Co-operatives of Iran (SCURA)
AP	Associate	IRAN	Tose'e Ta'avon Bank (T.T. Bank)
EUR	Member	IRELAND	Co-operative Housing Ireland
EUR	Member	ISRAEL	Central Union for Cooperative Initiative in Israel
EUR	Member	ISRAEL	Coop Israel
EUR	Member	ISRAEL	Kibbutz Movement
EUR	Member	ITALY	Associazione Generale Cooperative Italiane (A.G.C.I. Nazionale)
EUR	Member	ITALY	Confederazione Cooperative Italiane (CONFCOOPERATIVE)
EUR	Associate	ITALY	European Research Institute on Cooperative and Social Enterprises (EURICSE)
EUR	Member	ITALY	Lega Nazionale delle Cooperative e Mutue (Legacoop)
AM	Associate	JAMAICA	National Union of Co-operative Societies Ltd. (NUCS)
AM	Member	JAMAICA	TIP Friendly Society

REGION	TYPE	COUNTRY	ORGANISATION
AP	Member	JAPAN	Central Union of Agricultural Co-operatives (JA-ZENCHU)
AP	Member	JAPAN	IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives)
AP	Member	JAPAN	Japan Workers' Co-operative Union (Jigyodan) (JWCU)
AP	Associate	JAPAN	Japan Co-operative Insurance Association Inc. (JCIA)
AP	Member	JAPAN	Japanese Consumers' Co-operative Union (JCCU)
AP	Member	JAPAN	Japanese Health and Welfare Co-operative Federation (HeW Co-op Japan)
AP	Member	JAPAN	National Association of Labour Banks (NALB)
AP	Member	JAPAN	National Federation of Agriculture Co-operative Associations (ZEN-NOH)
AP	Member	JAPAN	National Federation of Fisheries Co-operative Associations (JF-ZENGYOREN)
AP	Member	JAPAN	National Federation of Forest Owners Co-operative Associations (ZENMORI-REN)
AP	Member	JAPAN	National Federation of Workers & Consumers Insurance Co-operatives (ZENROSAL)
AP	Member	JAPAN	National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN)
AP	Member	JAPAN	The Japan Agricultural News (NIHON-NOGYO-SHIMBUN)
AP	Member	JAPAN	National Federation of University Co-operative Associations (NFUCA)
AP	Member	JAPAN	The Norinchukin Bank
AP	Member	KAZAKHSTAN (Rep.of)	Union of Consumer Societies of the Republic of Kazakhstan
INT	Member	KENYA-INT	Africa Confederation of Co-operative Savings & Credit Associations (ACCOSCA)
AF	Member	KENYA	Co-operative Bank of Kenya Ltd.
AF	Associate	KENYA	Co-operative University College of Kenya (CCK)
AF	Member	KENYA	Kenya Union of Savings and Credit Co-operatives Ltd. (KUSCCO)
AF	Member	KENYA	National Co-operative Housing Union Ltd (NACHU)
AF	Member	KENYA	The Co-operative Insurance Company of Kenya Ltd. (CIC Insurance)
AF	Associate	KENYA	Eastern Africa Farmers Federation (EAFF)
AP	Associate	KOREA (Rep. of)	Dure Consumer's Cooperative Union (DCCU)
AP	Member	KOREA (Rep. of)	iCOOP Korea
AP	Associate	KOREA (Rep. of)	Korea University Cooperative Federation (KUCF)
AP	Member	KOREA (Rep. of)	Korea Federation of Worker Cooperatives (KFWC)
AP	Member	KOREA (Rep. of)	Korean Federation of Community Credit Co-operatives (KFCC)
AP	Member	KOREA (Rep. of)	Korean National Federation of Fisheries Co-operatives (NFFC)
AP	Member	KOREA (Rep. of)	National Agricultural Co-operative Federation (NACF)
AP	Member	KOREA (Rep. of)	National Credit Union Federation of Korea (NACUFOK)
AP	Member	KOREA (Rep. of)	National Forestry Co-operatives Federation (NFCF)
AP	Member	KUWAIT	Union of Consumer Co-operative Societies State of Kuwait (KUCCS)
AF	Member	LESOTHO	Co-operative Lesotho (COPLES)
EUR	Member	LITHUANIA	Lithuanian Union of Co-operative Societies (LITCOOPUNION)
AP	Associate	MALAYSIA	Co-operative College of Malaysia (CCM)
AP	Member	MALAYSIA	Malaysian National Co-operative Movement (ANGKASA)
AP	Member	MALAYSIA	National Land Finance Co-operative Society Ltd.
AP	Associate	MALDIVES	Maldives Fishermen's Association (MFA)
EUR	Member	MALTA	Koperattivi Malta
AF	Member	MAURITIUS	The Mauritius Co-operative Union Ltd (MCUL)
AM	Member	MEXICO (Rep. of)	Caja Morelia Valladolid de A.P. de R.L. de C.V. (CMV)
AM	Member	MEXICO (Rep. of)	Caja Popular Mexicana SC de AP de RL CV (CPM)
AM	Member	MEXICO (Rep. of)	Confederación Nacional Cooperativa de Actividades Diversas de la República Mexicana (CNC) S.C. de R.L.

REGION	TYPE	COUNTRY	ORGANISATION
AM	Member	MEXICO (Rep. of)	Federación de Cajas Populares Alianza SC de RL de CV
AM	Associate	MEXICO (Rep. of)	Federación Regional de Cooperativas de Ahorro y Préstamo Noreste S.C.L. de C.V. (FENORESTE SCL de CV)
EUR	Member	MOLDOVA (Rep. of)	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP)
AP	Member	MONGOLIA	Mongolian National Cooperators' Association (MNCA)
AP	Member	MONGOLIA	National Association of Mongolian Agricultural Co-operatives (NAMAC)
AF	Associate	MOZAMBIQUE	Associação Moçambicana de Promoção do Cooperativismo MÓdermo (AMPCM)
AP	Member	MYANMAR	Union of Myanmar Central Co-operative Society Ltd.
AP	Associate	BHUTAN	Department of Agricultural Marketing and Cooperatives (DAMC)
AF	Associate	NAMIBIA	Co-operatives Advisory Board
AP	Member	NEPAL	National Co-operative Bank Ltd. (NCBL)
AP	Associate	NEPAL	National Co-operative Development Board (NCDB)
AP	Member	NEPAL	National Co-operative Federation of Nepal (NCF)
AP	Member	NEPAL	Nepal Agricultural Co-operative Central Federation Limited (NACCFL)
EUR	Member	NETHERLANDS	Oikocredit, Ecumenical Development Co-operative Society U.A.
AP	Member	NEW ZEALAND	Cooperative Business New Zealand
AF	Member	NIGER	Fédération des Coopératives Maraîchères du Niger (FCMN-Niya)
AF	Member	NIGERIA	Co-operative Federation of Nigeria (CFN)
AF	Member	NIGERIA	Odu'A Cooperative Alliance (OCA)
AF	Associate	NIGERIA	Federal Department of Co-operatives, Federal Ministry of Agriculture and Rural Development (FDC)
AF	Member	NIGERIA	Nigerian National Petroleum Corporation Cooperative Multipurpose Society LTD (NNPC-CMS)
EUR	Member	NORWAY	Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke)
EUR	Member	NORWAY	Coop Norge SA
EUR	Member	NORWAY	The Co-operative Housing Federation of Norway (NBBL)
AP	Member	PAKISTAN	Karachi Co-operative Housing Societies Union Ltd.
AP	Associate	PALESTINE	Economic and Social Development Center of Palestine (ESDC)
AP	Member	PALESTINE	Palestinian Agriculture Cooperative Union (PACU)
INT	Member	PANAMA-INT	Confederación Latinoamericana Cooperativas de Ahorro y Crédito (COLAC)
AM	Member	PANAMA	Cooperativa de Servicios Múltiples Profesionales, R.L.
AM	Associate	PANAMA	Instituto Panameño Autónomo Cooperativo (IPACOOOP)
AP	Associate	PAPUA NEW GUINEA	Office of Co-operative Societies of Papua New Guinea (OCS PNG)
AM	Member	PARAGUAY	Cooperativa Multiactiva Fernando de la Mora Ltda. (COOFELMO LTDA.)
AM	Member	PARAGUAY	Confederación Paraguaya de Cooperativas (CONPACOOOP)
AM	Member	PARAGUAY	Cooperativa Universitaria Ltda
AM	Member	PARAGUAY	Federación de Cooperativas del Paraguay (FECOPAR LTDA.)
AM	Member	PARAGUAY	Panel Compañía de Seguros Generales S.A. - Propiedad Cooperativa
AM	Member	PERU	Cooperativa de Ahorro y Crédito San Martín de Porres Ltda.
AM	Member	PERU	Cooperativa de Ahorro y Crédito de Trabajadores de Empresas de Luz y Fuerza Eléctrica y Afines (CREDICOOP Luz y Fuerza Ltda.)
AM	Member	PERU	Cooperativa de Ahorro y Credito La Rehabilitadora Ltda. N° 24 (COOPAC LA REHABILITADORA)
AM	Member	PERU	Cooperativa de Ahorro y Crédito Santa María Magdalena, Ltda. (CACSM)
AM	Member	PERU	Cooperativa de Ahorro y Crédito "Grl. Francisco Bolognesi" Ltda. (C.A.C. FB)
AM	Member	PERU	Cooperativa de Servicios Múltiples del Centro Ltda. (CENTROCOOP)
AM	Member	PERU	Cooperativa de Servicios Especiales Educoop (C.S.E. EDUCOOOP)
AM	Member	PERU	Cooperativo de Ahorro y Crédito Abaco (Cooperativa Abaco)
AP	Member	PHILIPPINES	Cooperative Union of the Philippines (CUP)

REGION	TYPE	COUNTRY	ORGANISATION
AP	Member	PHILIPPINES	National Confederation of Co-operatives (NATCCO)
AP	Member	PHILIPPINES	Federation of Peoples' Sustainable Development Cooperative (FPSDC)
AP	Member	PHILIPPINES	VICTO National Co-operative Federation and Development Center (VICTO National)
AP	Member	PHILIPPINES	Philippine Co-operative Center (PCC)
EUR	Member	POLAND	Auditing Union of Housing Co-operatives
EUR	Member	POLAND	National Association of Co-operative Savings and Credit Unions (NACSCU)
EUR	Member	POLAND	National Auditing Union of Workers' Co-operatives (NAUWC)
EUR	Member	POLAND	National Co-operative Council – NCC
EUR	Member	POLAND	National Supervision Union of Społem Consumer Co-operatives
EUR	Member	PORTUGAL	Confederação Cooperativa Portuguesa (CONFECOOP)
EUR	Member	PORTUGAL	Confederação Nacional de Cooperators Agrícolas e do Crédito Agrícola de Portugal, CCRL (CONFAGRI)
EUR	Member	PORTUGAL	Cooperativa António Sérgio para a Economia Social - Cooperativa de Interesse Público de Responsabilidade Limitada (CASES)
AM	Member	PUERTO RICO	Cooperativa de Ahorro y Crédito "Dr. Manuel Zeno Gandía"
AM	Member	PUERTO RICO	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA)
AM	Member	PUERTO RICO	Cooperativa de Seguros Múltiples de Puerto Rico Inc.
AM	Member	PUERTO RICO	Liga de Cooperativas de Puerto Rico (LIGACOOP)
AM	Member	PUERTO RICO	Banco Cooperativo de Puerto Rico (Bancoop)
AM	Member	PUERTO RICO	Cooperativa de Ahorro y Credito Vega Alta (VEGACOOP)
EUR	Member	ROMANIA	National Union of Consumer Co-operatives (CENTROCOOP)
EUR	Member	ROMANIA	National Union of Handicraft and Production Co-operatives of Romania (UCECOM)
EUR	Member	RUSSIA	Central Union of Consumer Societies of the Russian Federation (Centrosojuz of the Russian Federation)
EUR	Member	RUSSIA	Moscow Regional Union of Consumer Societies
AF	Associate	RWANDA	Independent Institute of Lay Adventists of Kigali (INILAK)
AF	Member	RWANDA	National Cooperatives Confederation of Rwanda (NCCR)
AP	Associate	SAUDI ARABIA	Cooperative Societies Council (CSC)
AM	Associate	SAINT KITTS AND NEVIS	Caribbean Confederation of Credit Unions (CCCU)
AP	Member	SINGAPORE	Singapore National Co-operative Federation Ltd. (SNCF)
EUR	Member	SLOVAKIA	Co-operative Union of the Slovak Republic (Družstevná Únia Slovenskej Republiky)
AF	Member	SOUTH AFRICA	South African National Apex Co-operative (SANACO)
EUR	Member	SPAIN	Confederació de Cooperatives de Catalunya (CCC)
EUR	Member	SPAIN	Confederación Empresarial Española de la Economía Social (CEPES)
EUR	Member	SPAIN	Confederación Española de Cooperativas de Trabajo Asociado (COCETA)
EUR	Member	SPAIN	Fundación Espriu
EUR	Member	SPAIN	KONFEKOOP - Confederación de Cooperativas de Euskadi
AP	Member	SRI LANKA	Federation of Thrift & Credit Co-operative Societies Ltd in Sri Lanka (SANASA)
AP	Member	SRI LANKA	Kotikawatta Thrift and Credit Co-operative Society Ltd. (KTCCS)
AP	Member	SRI LANKA	National Co-operative Council of Sri Lanka (NCCSL)
AP	Associate	SRI LANKA	National Institute of Co-operative Development (NICD)
AP	Member	SRI LANKA	Sri Lanka Consumer Co-operative Societies Federation Ltd (CoopfeD)
AP	Associate	SRI LANKA	National Fisheries Federation (NFF)
EUR	Associate	SWEDEN	Coompanion - Kooperativ Utveckling Sverige
EUR	Member	SWEDEN	HSB:Riksförbundet (Union of Housing Co-operatives)
EUR	Member	SWEDEN	Kooperativa Förbundet (KF) (The Swedish Co-operative Union)
EUR	Member	SWEDEN	Riksbbyggen (Co-operative Housing Union)

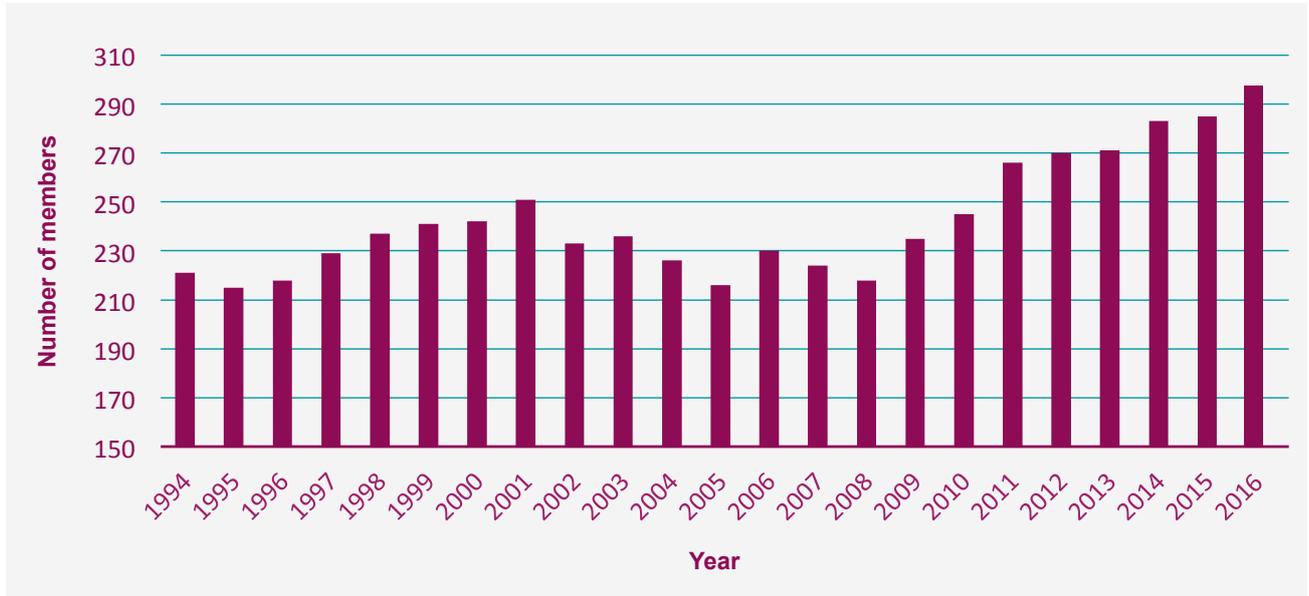
REGION	TYPE	COUNTRY	ORGANISATION
EUR	Member	SWITZERLAND	Allgemeine Baugenossenschaft Zürich (ABZ)
AF	Associate	TANZANIA	Moshi University College of Co-operative and Business Studies (MUCCOBS)
AF	Member	TANZANIA	Tanzania Federation of Co-operatives Ltd (TFC)
AP	Member	THAILAND	The Co-operative League of Thailand (CLT)
INT	Member	THAILAND-INT	Association of Asian Confederations of Credit Unions (ACCU)
AP	Member	TIMOR-LESTE	Con-Federation (CNCTL)
EUR	Member	TURKEY	Central Union Of The Agricultural Credit Cooperatives Of Turkiye (ACC)
EUR	Member	TURKEY	National Co-operative Union of Turkey (NCUT)
EUR	Member	TURKEY	The Forestry Co-operatives Central Union of Turkey (ORKOOP)
EUR	Member	TURKEY	Turkish Co-operative Association
EUR	Member	TURKEY	Union of Sugar Beet Growers' Production Co-operative (Pankobirlik)
AF	Member	UGANDA	Uganda Co-operative Alliance Ltd. (UCA)
EUR	Member	UKRAINE	Central Union of Consumer Societies of Ukraine (UKOOSPILKA)
AP	Member	UNITED ARAB EMIRATES	Sharjah Co-operative Society
EUR	Member	UNITED KINGDOM	Co-operatives UK
EUR	Member	UNITED KINGDOM	The Midcounties Co-operative Limited
EUR	Associate	UNITED KINGDOM	Women in Informal Employment Globalizing Organisation (WIEGO)
AM	Member	UNITED STATES	CHS Inc.
AM	Member	UNITED STATES	Co-Bank
AM	Member	UNITED STATES	Credit Union National Association (CUNA)
AM	Member	UNITED STATES	National Cooperative Business Association (NCBA)
AM	Member	UNITED STATES	National Co+op Grocers (NCG)
AM	Member	UNITED STATES	National Rural Electric Cooperative Association (NRECA)
AM	Associate	UNITED STATES	National Society of Accountants for Co-operatives (NSAC)
AM	Member	UNITED STATES	Nationwide Mutual Insurance Company
AM	Member	UNITED STATES	National Cooperative Bank (NCB)
INT	Member	UNITED STATES-INT	World Council of Credit Unions (WOCCU)
AM	Member	URUGUAY	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR)
AM	Member	URUGUAY	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP)
AM	Member	URUGUAY	Cooperativa Policial de Ahorro y Crédito (COPAC)
AM	Associate	URUGUAY	Instituto Nacional del Cooperativismo (INACOOP)
AM	Associate	URUGUAY	Cámara Uruguaya de Cooperativas de Ahorro y crédito de Capitalización (CUCACC)
AM	Member	URUGUAY	Federacion Unificadora de Cooperativas de Vivienda por Ayuda Mutua (FUCVAM)
AP	Associate	VANUATU	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS)
AP	Member	VIETNAM	Vietnam National Industrial, Handicraft and Commercial Coop-Enterprises Association (ViCCA)
AP	Member	VIETNAM	Vietnam Cooperatives Alliance (VCA)
AF	Member	ZAMBIA	Zambia Co-operative Federation (ZCF)
AF	Member	ZIMBABWE	Zimbabwe National Association of Housing Co-operatives (ZINAHCO)

Membership Statistics

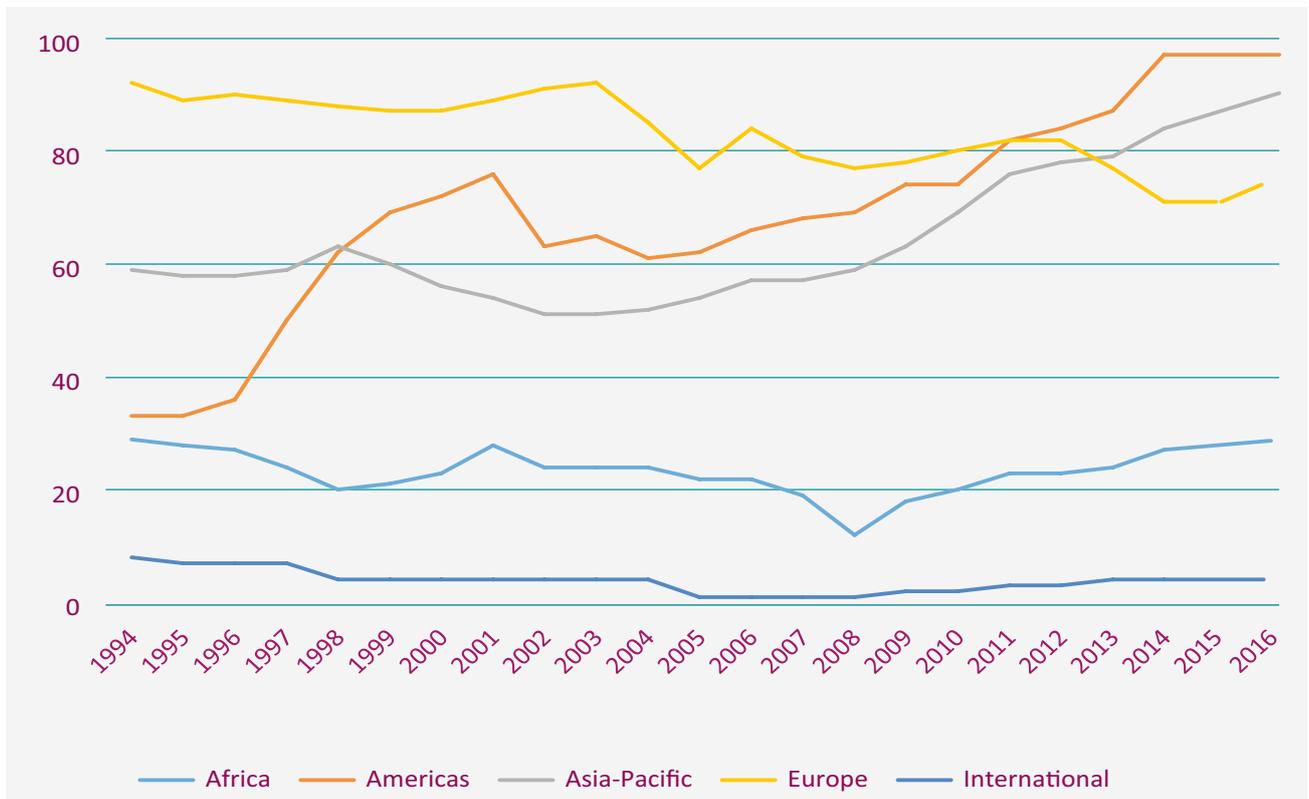
MEMBERSHIP STATISTICS SINCE 1994

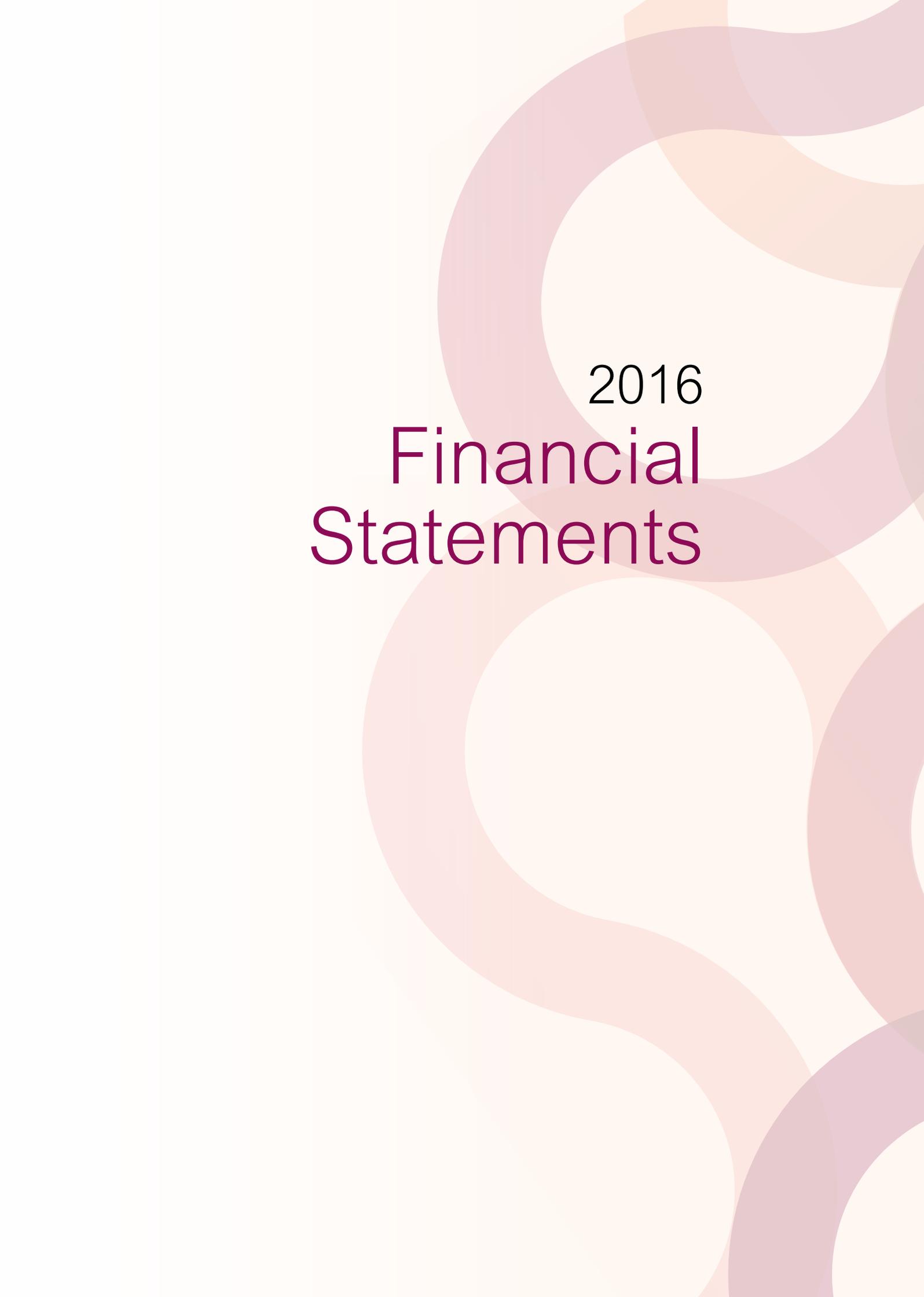
	Africa	Americas	Asia-Pacific	Europe	International	TOTAL	New Members	Member Loss
1994	29	33	59	92	8	221	9	15
1995	28	33	58	89	7	215	10	7
1996	27	36	58	90	7	218	19	8
1997	24	50	59	89	7	229	22	14
1998	20	62	63	88	4	237	13	9
1999	21	69	60	87	4	241	18	17
2000	23	72	56	87	4	242	21	12
2001	28	76	54	89	4	251	4	22
2002	24	63	51	91	4	233	4	1
2003	24	65	51	92	4	236	10	7
2004	24	61	52	85	4	226	8	30
2005	22	62	54	77	1	216	10	9
2006	22	66	57	84	1	230	12	11
2007	19	68	57	79	1	224	9	3
2008	12	69	59	77	1	218	9	15
2009	18	74	63	78	2	235	30	11
2010	20	74	69	80	2	245	14	6
2011	23	82	76	82	3	266	29	8
2012	23	84	78	82	3	270	16	12
2013	24	87	79	77	4	271	12	11
2014	27	97	84	71	4	283	26	14
2015	28	99	88	71	4	290	21	14
2016	28	98	93	75	5	299	19	10

ALLIANCE MEMBERSHIP SINCE 1994



ALLIANCE MEMBERSHIP BY REGION SINCE 1994





2016

Financial Statements

2016 FINANCIAL RESULTS

IN EUR	2016
AFRICA*	-117 391
AMERICAS*	69 676
ASIA & PACIFIC*	117 763
GLOBAL OFFICE*	148 890
ALLIANCE CONSOLIDATED	283 888
COOPERATIVES EUROPE	-91 851
50% SHARE DOTCOOP ALLIANCE	137 137
TOTAL	329 174

* Before Consolidation

ALLIANCE CONSOLIDATED BALANCE SHEET¹

Assets in EUR	2016	Liabilities in EUR	2016
Tangible fixed assets	51 916	Equity	781 184
Financial fixed assets	9 135	Provisions	258 087
Amounts receivable within one year	3 077 523	Amounts payable after more than one year	-
Current investments	122 037	Amounts payable within one year	2 803 977
Cash at bank and in hand	3 370 491	Accrued charges and deferred income	3 036 760
Deferred charges and accrued income	248 906		
	6 880 008		6 880 008

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

ALLIANCE CONSOLIDATED PROFIT & LOSS STATEMENT¹

in EUR	2016
Meetings and Sales of services	306 485
Contributions and grants	4 234 703
Other operating income	381 869
Total income	4 923 057
Redistribution and support regions	-795 779
Services and others goods	-1 949 520
Remuneration, social security costs and pensions	-1 877 450
Depreciation on tangible fixed asset	-14 416
Amounts written down on trade debts	-61 202
Other operating charges	-61 114
Total expenses	-4 759 481
Operating result	163 576
Financial result	115 286
Extraordinary result	5 026
Net result	283 888

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



Governance

Board of Directors

President:



Monique F. Leroux
(Canada)

Vice-Presidents:



Africa:
Stanley Charles
Muchiri (Kenya)



Americas:
Ramón Imperial
Zúñiga (Mexico)



Asia and Pacific:
Li Chunsheng
(China)



Europe:
Dirk J. Lehnhoff
(Germany)

**Sectoral
Organisations:**



José Carlos Guisado (†)
(Spain)

**Youth
Representative:**



Gabriela Ana Buffa
(Argentina)

Board Members:



Ariel Guarco
COOPERAR
(Argentina)



Gregory Wall
Capricorn
(Australia)



**Eudes de Freitas
Aquino**
Unimed do Brasil
(Brazil)



Petar Stefanov
Central
Co-operative Union
Aquino (Brazil)



Aditya Yadav
IFFCO
(India)



Anne Santamäki
SOK Association
(Finland)



Jean-Louis Bancel
Crédit Coopératif
Group
(France)



Carlo Scarzanella
Associazione Generale
Cooperative Italiane
(Italy)



Akira Banzai
JA-Zenchu
(Japan)



Won-Byung Choi
National Agricultural
Co-operative Federation
(Korea)



Ben Reid
Midlands Co-operative
Society
(Great Britain)



Seah Kian Peng
NTUC Fairprice
(Singapore)



Jan Anders Lago
HSB
(Sweden)



Martin Lowery
National Rural Electric
Co-operative Association
(United States of America)



Dimitry Zubov
Central Union of
Consumer Societies
(Russia)



Kathy Barsdwick
The Co-operators
(Canada)



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