



Message of the Director-General

Dear Colleagues,

As we approach the midpoint of this decade – which we have claimed as a ‘Co-operative Decade’ – we see the advancement of the collaborative economy that our Blueprint for a Co-operative Decade anticipated. Businesses that allow individuals to share resources for their individual advantage – whether their cars or rooms in their apartments – are now commonplace. How to manage global public goods is central to geo-political conversations. And social media has diversified far beyond Facebook and Twitter, allowing individuals to share information and opinion directly.

These trends were already incipient a decade ago, but as with all crises, which tend to accelerate trends, the financial crisis at the end of the last decade led to an auspicious environment for the co-operative model of enterprise.

Our challenge now is to position co-operatives as central in this sharing economy. Our Blueprint sets forth five concurrent strategic areas of importance. In 2014, the second full year of implementation, we are delighted with the progress we are seeing. This Annual Report highlights some of that work.

The Blueprint and, for that matter, the International Co-operative Alliance itself, has a synergistic relationship with our members. The credibility of the co-operative model comes from the experiences of our members. Ours is not a speculative proposition; we have a proven track record of resilience and success in allowing individuals in all parts of the world to address their economic and their social needs.

When members lead with their co-operative identity, the arguments we make are reinforced by their examples; and they in turn benefit from their association with a model that we are successfully positioning with policymakers and the media as a leader in sustainability and participation.

This is why we were delighted to welcome XX new members to the Alliance in 2014, and XX new countries. We thank them in particular for their confidence in our association and for joining all of us at this promising time for co-operatives and for the individuals who rely on them.

Yours in co-operation,

Charles Gould
Director-General



Message of the President

Dear Colleagues,

On behalf of the Board of Directors, I am pleased to present the Annual Report of the International Co-operative Alliance.

It is also my personal pleasure to present this, the sixth and final Annual Report of my Presidency, as I will retire from the post at the General Assembly in Antalya Turkey in November this year.

The last six years (2009 to 2015) have been the most exciting, energising and personally fulfilling of my career. I count myself very privileged to have had the opportunity to meet so many extraordinary people across the world: people who are working for the common good, to make their communities better, to build local skills and expertise, and to develop aspiration, hope and opportunity for so many for the future.

Since the United Nations granted us the wonderful gift of the International Year of Co-operatives in 2012, there is a much greater sense of cohesion and unity of purpose amongst co-operative enterprises. With the support of our growing membership, and using the unique voices of our members themselves, we have begun the process of building influence and having impact on global decision-making about the direction of the global economy and public policy.

In November 2011, I was honoured to address the General Assembly of the United Nations as it launched the International Year of Co-operatives. On behalf of co-operatives worldwide and our billion members, I asked for three things; recognition of our unique legal and financial structure in public policy and regulation; equal promotion with that of other models of enterprise; and greater diversification of the global economy, particularly vital in light of the desperate damage done by the global financial collapse.

In the last four years that work has moved at a great pace. As a result of the representative focus of the Alliance, co-operative enterprises are now taking part in global decision-making at the United Nations on its 2030 Agenda to secure the planet, create sustainable growth, build decent work for the future, feed the world, eliminate poverty, educate all children, and create a more tolerant and equal world. We, of course, do all that using our model of democratically owned enterprise which allows people to build better lives for themselves.

I am delighted to tell you that for the first time ever, a major text of the United Nations – the text of the 2030 Agenda for Sustainable Development – makes particular reference to co-operatives in the global economy when it says: “We acknowledge the role of the diverse private sector, ranging from micro-enterprises to cooperatives to multinationals”.

These are the incremental, but meaningful, steps that will set the scene for economic, social and environmental development in the next 20 years and we have opened up the door for co-operatives to play a significant role. This can only happen, however if we continue to work together and build on our strengths together.

As I welcome you to Antalya, I am also delighted to say that the renewal of the Alliance in recent years resulted in the most highly contested election for places on the Board in 2013, with over 30 candidates for the 15 seats. The Board of the Alliance is now a good balance of the leaders of both national federations and large-scale successful co-operative primary enterprises. This is a healthy and creative balance and I recommend it to you.

I can also say with great confidence that we have four most excellent candidates for President of the Alliance. That four such excellent national leaders are willing to stand in a global election is another demonstration of our co-operative difference – it shows member democratic participation remains a key active principle at every level of our movement.

I look forward to seeing you in Antalya and my heartfelt thanks for your support over the last six years.

Yours in co-operation,

Dame Pauline Green
President

2014 Financial results

Results in the following table are the combination of the Alliance-Geneva and the Alliance-Brussels figures.

The International Co-operative Alliance's profit share of the DotCoop Alliance for 2014 was GBP 81,795.

Entity	2013 Net Income/ Loss	2013 Net Income/ Loss (Eur)	2014 Net Income/ Loss (Eur)	2013-2014 Net Income/ Loss (Eur)
Alliance – Geneva ¹	CHF 353,419	294,516		
Alliance – Brussels ²			-322,968	-28,452 ³
Cooperatives Europe		6,124	-2,970	3,154
DotCoop Alliance	GBP 71,647	86,199	105,294 ⁴	191,493
TOTAL		386,839	-220,644	166,195

Global Office Brussels expenses for the period running from 1 August 2013 to 31 December 2013, were reported as EUR 310,052. The audit has confirmed these expenses as EUR 306,578. For calendar 2014 the consolidated audited loss for Global Office, Africa, Americas and Asia & Pacific was EUR 16,387.

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

2) Consisting of Global Office (Brussels) for 1 August 2013 – 31 December 2014 and the Africa, Americas, and Asia & Pacific Regions for 1 January 2014 – 31 December 2014.

The Alliance's Board of Directors



Dame Pauline Green,
President
United Kingdom



Carlo Scarzarella
Alliance of Italian Co-operatives
Italy



Peter Stefanov
Central Co-operative
Union, Bulgaria



Stanley Charles Muchiri
Vice President Africa
Kenya



Akira Banzai
JA-Zenchu
Japan



Monique Leroux
Desjardins Group
Canada



Ramón Imperial Zúñiga
Vice President Americas
Mexico



Won-Byung Choi
National Agricultural
Co-operative Federation, Korea



Anne Santamäki
SOK Association
Finland



Li Chunsheng
Vice President Asia
China



Evgeny Kuznetsov
Central Union of
Consumer Societies, Russia



Jean-Louis Bancel
Crédit Coopératif
Group, France



Dirk J. Lehnhoff
Vice President Europe
Germany



Seah Kian Peng
NTUC Fairprice
Singapore



Kathy Bardwick
Sectoral Representative
Canada



Ariel Guarco
COOPERAR
Argentina



Jan Anders Lago
HSB
Sweden



Jose Carlos Guisado
Sectoral Representative
Spain



Gregory Wall
Capricorn
Australia



Martin Lowery
National Rural Electric
Co-operative Association, USA



Gabriela Ana Buffa
Youth Representative
Argentina



Eudes de Freitas Aquino
Unimed do Brasil
Brazil



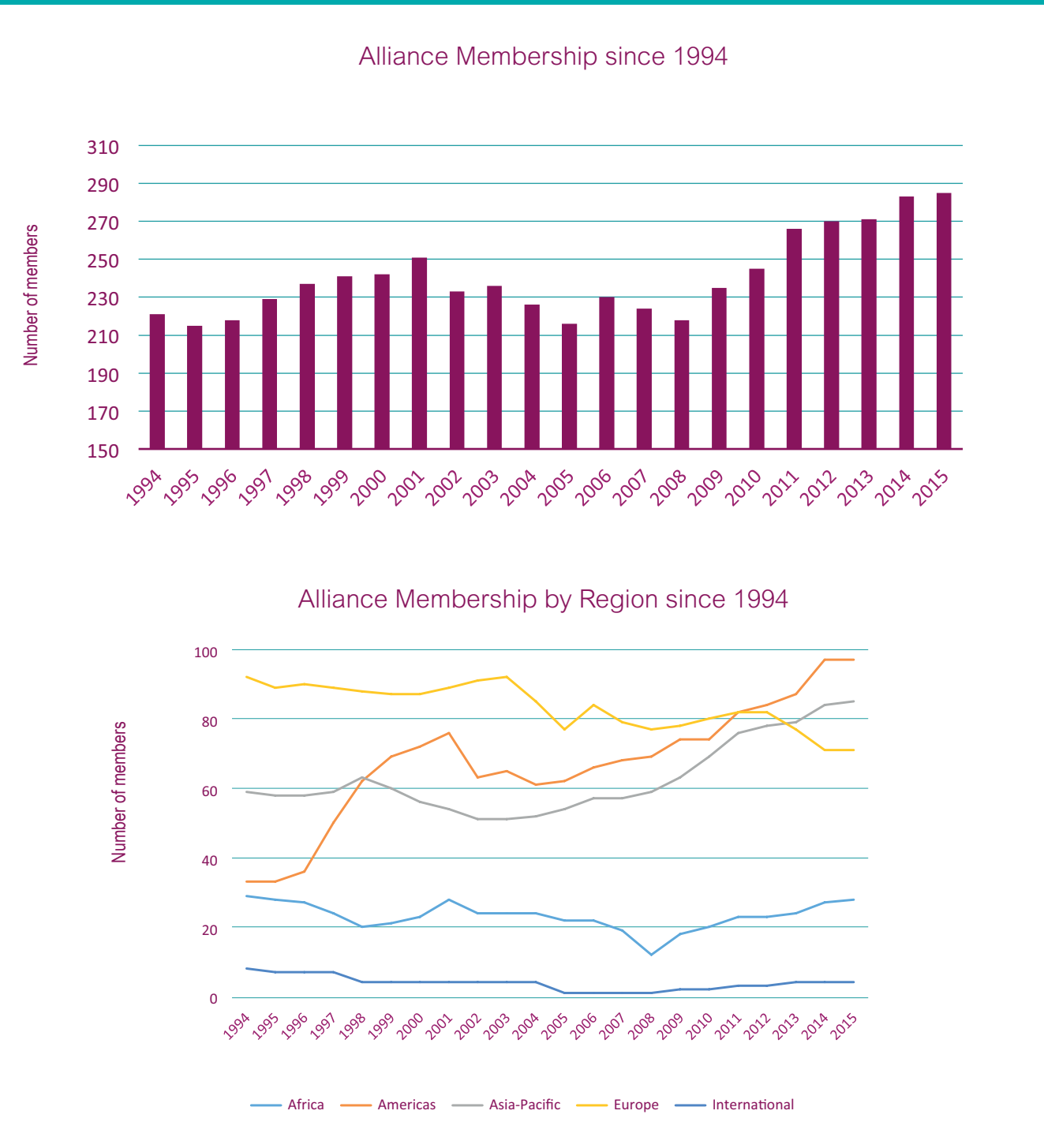
Aditya Yadav
IFFCO
India



Annual Report 2014

Alliance membership increase in 2014

As of 31 December 2014, the Alliance had 283 members from 94 countries of which 43 were Associate Members. In 2014, the Alliance gained 26 new members and lost 14. Most member loss was due to non-payment of subscription fees for two successive years or more. In 2014, the Alliance had a 30% growth in membership following its restructuring (baseline of 218 members on 31 December 2008). The strategic goal is 20% growth. In 2014, the Alliance gained 2 new member countries and lost 2 member countries.



The International Summit of Co-operatives

In 2014, the International Co-operative Alliance again was co-organiser of International Summit of Co-operatives, with Desjardins Group. The first International Summit of Co-operatives was held in 2012. Its aim was to raise awareness of the co-operative business model and demonstrate how effective and resilient co-operatives were during financial crises.

The 2014 Summit showcased co-operatives' unique ability to consistently adapt and innovate to meet their members' changing needs. 3,128 Co-operators, government officials and co-operative experts from 93 countries attended the three day event in Quebec, Canada. With 23 studies published and presented during the event, the summit is a catalyst for co-operative knowledge-building.

The Summit of Co-operatives, with the Alliance's bi-annual global conference, has become a must-attend event in the co-operative business world. Alternating every other year, they provide valuable momentum for the sharing of co-operative knowledge and help bolster co-operatives' credibility with government and international organizations. We look forward to the 2016 Summit, which is to highlight co-operatives' actions in their communities: big or small, local or international, by themselves or with partners.



Dame Pauline Green,
President of the
International
Co-operative Alliance
and Ms Monique
Leroux, Chair of the
Board, President and
Chief Executive Officer
of Desjardins Group
address co-operators
during the 2014
International Summit
of Co-operatives in
Quebec, Canada.



International Co-operative Alliance
avenue Milcamps 105
1030 Brussels
Belgium

Annual Report

2014

Transforming the 2020 vision into reality through the Blueprint for a co-operative decade




Left: Les Menuisiers du Rhône Co-operative, France
Right: Segole Farming Co-operative, Ethiopia

In 2014, the Alliance deepened its pursuit of the Blueprint's 2020 Vision with various initiatives. These build on the achievements of 2013, such as the Sustainability Scan and the thought leadership paper on Co-operative Growth for the 21st Century. Some of the efforts of 2014 will materialize in 2015. The second year of Blueprint implementation laid another solid layer of foundation on which to continue pursuing the Blueprint's ambitions. In 2014, the Alliance launched several Blueprint initiatives including:

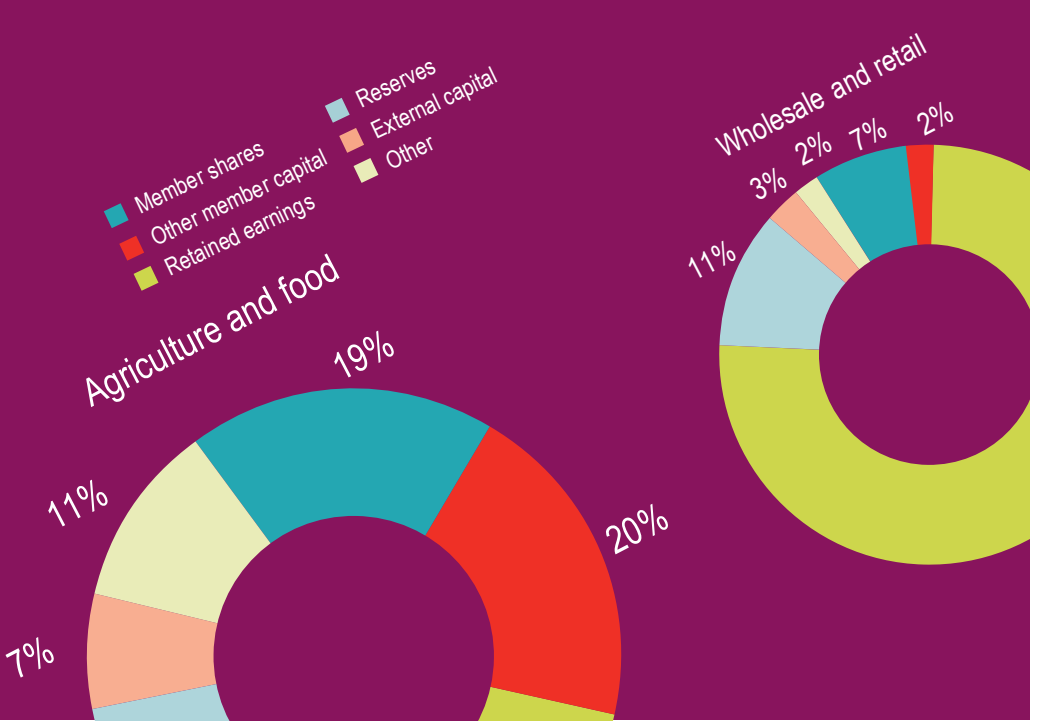
- A thought leadership paper on Co-operative Governance (Saint Mary's University)
- The founding and first meetings of the Sustainability Advisory Group
- A Feasibility Study conducting due diligence on the potential for a global Co-op-2-Co-op Trade Platform (Dalberg)
- A joint marketing strategy promoting the registration and use of the Global Co-operative Marque and .coop domain name
- The drafting of Guidance Notes to the Co-operative Principles, led by the Principles Committee
- The development of indicators for the Doing Co-operative Business Report (Tilburg University)
- The Survey of Co-operative Capital (Filene Research Institute)
- The thought leadership paper on Co-operative Capital (Blue Ribbon Commission on Co-operative Capital)
- The Global Co-operative Impact Fund (GCIF) transitioned and continues to seek investors



The Survey of Co-operative Capital

The first overview of capital instruments used by co-operatives worldwide

The first edition of the Survey of Co-operative Capital examines the sources and structures of co-operative capital for both start-up and growth and expansion activities. It provides the first-ever, comprehensive list of the debt and equity instruments used to finance the assets and operations of co-operatives.



Instrument	Agriculture and food	Wholesale and retail
Member shares	11%	11%
Other member capital	7%	3%
Retained earnings	19%	20%
External capital	2%	2%
Other	1%	1%

The World Co-operative Monitor

Top 300 co-operatives have a turnover of 2.2 trillion USD - equivalent to 7th largest economy in the world

The main goal of the world Co-operative Monitor project is to develop a multi-dimensional database reporting on the socio-economic value and impact of co-operatives both within a global scenario and in their regional and national contexts. The third edition (October 2014) of the World Co-operative Monitor has revealed that the turnover of the largest 300 co-operatives in the report over the last 3 years has grown by 11.6% to reach 2.2 trillion USD.



26 countries

Total turnover: 2,205.7 billion USD

Total turnover in 2012 : 2,205.7 Billion USD

Category	Turnover (Billion USD)
Turnover (excluding banking and insurance sectors)	1,028.3
Total insurance co-ops and mutuals premium income	1,024.3
Total net banking income	153.1



Sector	Percentage
Insurance	41%
Agriculture & food industries	27%
Wholesale & retail trade	20%
Industry & services	5%
Banking & financial services	4%
Health & social care	1%
Other activities	1%
Other services	1%

Putting co-operatives on world leaders' agendas

The Business 20

The Business 20, or B20, is an outreach group of G20 that allows the international business community to make recommendations to G20 leaders for strengthening the global economy, reforming international financial institutions, improving financial regulation and enacting economic reform. Key issues are financing growth, human capital, infrastructure and investment and trade. The Alliance in 2014 has been successful in building recognition for co-operatives with world leaders, leading concerted co-operative representation at the B20 coalition. A milestone in the Alliance's history, our B20 coalition membership further emphasises the message that co-operatives make possible a fairer, more inclusive, sustainable and resilient society - a key strand of our advocacy strategy as outlined in the Blueprint for a Co-operative Decade.



The United Nations' Sustainable Development Goals

Closing the 2012 UN International Year of Co-operatives, the UN Secretary-General Ban-Ki Moon recognised that "as a strong partner in development, the co-operative movement works with the United Nations every day to empower people, enhance human dignity and help achieve the Millennium Development Goals". Building on Rio+20 recognition through the conclusions, the Alliance continues to work with UN agencies to reinforce the co-operative movement as a partner to achieve sustainable development. With the International Labour Organization (ILO), the Alliance developed a survey, policy brief and report on co-operatives and sustainable development. The Alliance also collaborates with the Food and Agriculture Organization of the United Nations (FAO) to promote sustainable rural development and increase the capacities of agricultural co-operatives. In 2014, the United Nations began substantive work on negotiating the post-2015 development agenda, which includes a set of Sustainable Development Goals (SDGs) to take forward the work of the MDGs to 2030. The Alliance continues to position co-operatives as key partners to deliver the SDGs, particularly in regards to poverty and hunger eradication, equal access to opportunities and services, inclusive growth, rural development, decent work and environmental protection.

Picture: Dame Pauline Green (right), Melina Morrison (BCCM) and ICMIF Chief Executive Shaun Tarbuck at the Turkey B20 meeting in 2014.

Alliance Committees and Networks

Audit and Risk Control Committee Chair: Ms. Kathy Bardswick	Gender Committee Chair: Ms. Kathy Bardswick
Governance Committee Chair: Mr. Petar Stefanov	Committee on Co-operative Research Committee on Co-operative Research Chair: Dr. Sonja Novkovic
Membership Committee Chair: Mrs. Anne Santamäki	Co-operative Law Committee Chair: Mr. Rodrigo Gouveia
Principales Committee Chair: Mr. Seah Kian Peng	Youth Network Chair: Gabriela Anna Buffa
International Accounting and Regulatory Affairs Committee Chair: Ms. Monique Leroux	Membership Committee Chair: Mrs. Anne Santamäki
Principles Committee Chair: Mr. Jean-Louis Bancel	Communications Committee Chair: Mr. Ed Mayo

Gaining media exposure for the co-operative model

In 2014 the International Co-operative Alliance has maintained a proactive media approach. This has resulted in exposure for co-operatives in leading newspapers and television programs.



Building the global co-operative identity



A retail co-operative leveraging its co-operative identity using a label based on the marque

A .coop domain and global Co-operative Marque are the core visual elements of the co-operative Identity.

By the end of 2014, 7950 .coop domains were registered in 91 countries to 4664 organisations and 887 organisations in 89 countries had applied for the Marque.

Watch our video to find out how you can help the co-operative identity become one of the best known ethical marques in the world by 2020: <http://s.coop/1wkuq>



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Advancing the Blueprint for a Co-operative Decade, across the world's regions and co-operative sectors

Africa

2014 marked exactly one year since The Alliance Africa together with the regional co-operative movement and the ministers in charge of co-operative on the continent launched the Africa Cooperative Development Strategy 2013-2016. The office is dedicating its efforts in implementing and encouraging member countries to re-align their national co-operative strategies to the regional one. The African office ended the year 2014 with more optimism emanating from the high energy levels witnessed during the Africa Regional Assembly held from 17-19 November 2014 at Intercontinental Hotel, Nairobi, Kenya. The meeting gave new impetus to the Alliance Africa staff and management from the renewed willingness from the members both current and potential to support the office.

Asia

The 11th Regional Assembly and 8th Co-operative Forum held in Bali, Indonesia in September adopted a Resolution on "Co-operative for Sustainable Development in Asia and Pacific. The World Conference on Youth in Colombo, Sri Lanka adopted the Colombo Declaration that recognized the role and importance of co-operatives. The regional office with the active collaboration of governments and members conducted trainings and exchange visits to enhance cooperative-to-cooperative trade, enhance collaboration between co-operatives, and develop capacity of women and youth co-operators. The Malaysia Business Office was registered as a Society and is fully operational.

Europe

Achieving greater visibility for better influencing policymakers in Europe is one of Cooperatives Europe's key priorities. In 2014 a cooperative roadmap was developed together with the EU Commission providing first recommendations on greater inclusion of cooperative entrepreneurship in education and developing innovative ways for cooperative financing. Together with the European Youth Forum a joint project was implemented to 'empower young people through cooperatives' leading eventually in 2015 to the creation of a European Network of young cooperators. Finally a member-financed project was launched to develop the baseline for benchmarking cooperative development between the different European countries in the future.

Americas

In 2014, the work of the Cooperatives of the Americas undoubtedly helped to increase the regional influence of the International Co-operative Alliance in promoting co-operatives as a business model that supports economic, social and environmental sustainability in the Americas. This achievement is demonstrated by the huge participation of co-operative members in the Third Regional Summit of Cartagena, which brought together 1,600 cooperative members from 29 countries of the region and from Europe. It also shows the growing level of visibility and advocacy developed by various political actors such as the Organization of American States and the Political Development Forum organised by the European Union which first took place in Latin America (Peru). It also contributed to the promotion of the International Year of Family Farming and the signing of agreements with the Inter-American Institute for Cooperation on Agriculture (IICA) and the United Nations Program for Development (UNDP), in addition to the 16 existing cooperation agreements with co-operative institutions, academics, policies and development cooperation. The activities carried out during the year allowed the participation of more than 4,500 co-operative members of hundreds of different organisations coming from all countries of the region.

Agriculture

The International Agricultural Cooperative Organization celebrated 2014 as the United Nation's International Year of Family Farming. In accordance with the theme, representatives from four ICAO member cooperatives participated in the 24th annual East-Asia Organization Council to celebrate the International Year of Family Farming and to discuss ways in which the agricultural cooperative sector could foster family farming. The ICAO General Meeting in Bali placed family farming at the center, but also introduced the 3-year strategic plan to initiate increased ICAO influence and membership as well as to promote and improve the livelihoods of farmers the world over.

Fisheries

In 2014, the ICFO and Pukyong National University concluded a memorandum of understanding on co-operation for nurturing talent in the field of fisheries in 2014. As a result, Samke Shrestha from Nepal and Heny Aprianita from Indonesia, were able to have an opportunity to study in Korea. 2014 was remarkable year since five new members, Turkey, Mauritius, Nepal, the Philippines, and Nigeria joined the ICFO. We also invited fisheries co-operators from the National Federation of Fishermen's Co-operative Ltd. India to share the expertise of Korean fisheries co-operatives.

Insurance

In 2014 the International Cooperative and Mutual Insurance Federation (ICMIF) developed a new strategy which will run from 2015-2018 to help the sector respond rapidly to the evolving market dynamics. While ICMIF's core proposition – delivering unique networking and knowledge – remains, the new strategy sees an increased focus on global level advocacy – including close engagement with the United Nations, B20 and OECD. This extension of the federation's remit underlines the growing influence of global regulators and supervisors on the industry and ICMIF member organizations' desire to be shape the future landscape.

Banking

Following the 2008 crisis, co-operative banks, like many financial players face an economic slowdown. Even if their resilience was proven, especially by the ILO, their specificities – proximity democratic, and cautious management – were influenced by background trends aiming to normalize financial actors. Several countries thus entered a logic of demutualization, turning the "one person, one vote" principle in a "share one vote". In 2014, the cooperative banking movement was then engaged in a dynamic pedagogy towards governments and shareholders, major players in the governance of the cooperative.

Consumer

In 2014 Consumer Co-operatives Worldwide stepped up their environmental engagement, with increased focus on energy and waste, among others joining together for wind power projects and reducing waste from shopping bags. Notable legal milestones in 2014 were the growth of co-operative representation in the European parliament after the 2014 elections. Improvements of British, Spanish and Finnish co-operative law were welcomed. CCW organized, at the Summit of Co-operatives, an innovation and technology workshop. As part of their care for community mission, CCW members raised funds for UNICEF, for development and organic farming. CCW further welcomed a new President and a new Secretary-General.

Industry, services, crafts

In 2014, CICOPA, the International organisation of industrial and service cooperatives, spread the knowledge on cooperative employment by publishing the study Cooperatives and Employment - a Global Report, commissioned by the International Summit of Cooperatives and also enlarged the understanding on how cooperatives active in industry and services promote sustainable development through the document Cooperatives as builders of sustainable development. In 2014, CICOPA took part, in ICA's name, in the Commission on the Transition towards the Formal Economy of the International Labour Conference in Geneva in May-June, within the framework of an ILO Recommendation approved in 2015. The campaign Social Needs, Cooperative Answers, was launched in partnership with IHCO, the ICA's health sectoral organization.

Health

The International Health Co-operative Organisation (IHCO) increased visibility of health co-ops as an innovative model, promoting them as a major theme at the International Summit of Cooperatives and at a specific forum in Colombia, to discuss the impact of co-ops providing health care services. We developed the online Map of Health and Social Care Co-operatives Worldwide based on the research paper "Better Health and Social Care". IHCO also started conversations with Chinese and South Korean healthcare representatives to develop health cooperatives in those countries. With CICOPA, IHCO developed the campaign "Social Needs, Co-operative Answers" to show how co-operatives provide sustainable community services.

Housing

In 2014 ICA Housing changed its name to Co-operative Housing International (CHI) and adopted the coop logo and wordmark. CHI passed a resolution asking member co-operatives to make a commitment to support and promote the use of sustainable timber and other forest products certified by reputable organisations like the Forest Stewardship Council or the Programme for the Endorsement of Forest Certification and to adopt procurement policies and practices that honour the principle of sustainability in forestry management. CHI also launched a brand new website. The site contains information about CHI and its work commitments, its members and the skills they offer, and the state of housing co-operatives by country. Readers will find resources and best practices in the areas of sustainability, financing and development, legal governance, management and community from co-operative housing all over the world. CHI also developed the Good Governance Test application. The purpose of the Governance Test is to provide a means for housing co-ops affiliated to CHI to measure their standards of governance and to help them develop a good governance action plan to improve governance in weaker areas.