



International Year
of Cooperatives

Cooperatives Build a Better World

coop
International
Cooperative
Alliance

2025

ANNUAL REPORT





*Front cover: 2025 ICA General Assembly in Manchester, UK**

This page: IYC2026 flag flying outside Rochdale Town Hall during the the UK's Co-operative Congress (Image: Co-operatives UK)

** In memory of High Chief Ayeola Tajudeen Oriyomi (1969-2925), holding the International Year of Cooperatives flag on the left of the picture. Read more on p70.*



Contents

Forewords

A message from Ariel Guarco, President of the ICA	4
A message from Jeroen Douglas, Director General of the ICA	5

The activities of the ICA at the global level

2025 in a nutshell: IYC2025 Global Impact	6
Membership Growth & Revenue	7
ICA Strategy 2026–2030: Development & Adoption	8
Key Innovations & Initiatives (2025)	9
Governance & Operational Progress (2025)	10
Financial Performance & Investments	11

2025 ICA Annual Report: Key Results by Area

1. Membership & Governance	12
2. Communications & Branding	14
3. Strategy, Policy Influence & Intercooperation	17
4. Legislation, Regulation & Cooperative Identity	20
5. Capacity Building, Training & Research	22

ICA-EU Partnership #coops4dev FFPA – Coordination	24
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ICA Thematic Committees

Gender Equality Committee (GEC)	26
Youth Committee (ICAYC)	28
Committee on Cooperative Research (ICACCR)	30
Development Platform (ICADP)	32
ICA Cooperative Law Committee (CLC)	34

The activities of the ICA regions

ICA-Africa	36
Cooperativas de las Américas	39
ICA Asia-Pacific	41
Cooperatives Europe	43

The activities of the ICA sectors

International Cooperative Agricultural Organisation (ICAO)	45
The International Cooperative Banking Association (ICBA)	47
International Cooperative and Mutual Insurance Federation (ICMIF)	50
Consumers Cooperatives Worldwide (CCW)	52
Cooperative Housing International (CHI)	54
International Organisation of Industrial and Service Cooperatives (CICOPA)	56
International Health Cooperative Organisation (IHCO)	58

DotCooperation	60
-----------------------	-----------

ICA 2024 Financial Statements	62
--------------------------------------	-----------

ICA Board of Directors	64
-------------------------------	-----------

List of Members	65
------------------------	-----------

In memory of High Chief Ayeola Tajudeen Oriyomi	70
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Ariel Guarco: 2025: A Defining Year for Cooperatives



Dear Members, Partners, and Friends of the Cooperative Movement,

As we reflect on 2025, it is clear that this year marked a **turning point** for our movement. The **second UN International Year of Cooperatives (IYC2025)** was not just a moment of recognition, it was a **catalyst for change**. From the **launch in New Delhi**, where we stood alongside global leaders like Prime Minister Modi and the UN Secretary-General, to the **closing in Doha** at the Second UN World Social Summit, we showed the world that cooperatives are not merely resilient but **essential** to addressing the challenges of our time.

In a world increasingly divided by conflict, inequality, and environmental crises, cooperatives offered a **people-centred path** forward. The **Doha Political Declaration** reaffirmed our commitment to placing people at the heart of development, while the **UN resolution establishing a permanent decade for cooperatives**

beginning in 2035 solidified our place in the global architecture. This is more than acknowledgment, it is a **call to action** for all of us.

Our **2026–2030 Global Strategy: Practice, Promote, Protect** launched last year now guides our way forward. We are no longer just advocating for change; we are **driving it**. The launch of **CM50** and the **Global Cooperative Cultural Heritage Programme**, along with our active participation in **COP30** and the **UN Secretary-General's Report on Cooperatives**, demonstrated that our model delivers **real, scalable solutions** for the Sustainable Development Goals.

Yet, our strength has always been our **unity**. The vision of **"one organisation, one strategy, one brand"** is taking root, though we know challenges remain. As we move into 2026, our priorities are clear: **alignment, execution, and impact**. The world needs cooperatives now more than ever, and together, we can shape the decade ahead.

With deep gratitude for your dedication and a shared commitment to our mission,

Ariel Guarco, President, International Cooperative Alliance



Jeroen Douglas:

2025: A Year of Momentum and Transformation

Dear Colleagues and Members,

2025 was a year of **tangible progress** for the ICA, where we turned ambition into action. The **second UN International Year of Cooperatives (IYC2025)** together with the celebrations of the 130 anniversary of the ICA, served as a platform to amplify our work, with **120+ countries adopting the IYC2025 logo**, **50,000+ unique visitors to the IYC website**, and a **global media reach exceeding 1 billion**. The closing event in Doha, attended by **53**

Heads of State, solidified our role as a leader in the social development agenda.

IYC2025 successfully positioned the human-centric economy not just as a "nice-to-have" alternative, but as

a strategic necessity for survival. The historic UN resolution in late 2025 to establish a permanent decade cycle for the International Year (starting in 2035) confirms that the global community now recognises cooperatives as a permanent pillar of the international financial and social architecture.

Highlights in 2025 included:

- **Strategy:** The **2026–2030 Global Strategy** was unanimously adopted at the General Assembly in Manchester, setting a clear path forward with its pillars of **Practice, Promote, and Protect**.
- **Membership:** We reached an **all-time high of 322 members**, with a **net growth of 3.56%** and an increase in revenue.
- **Governance:** Drafted **four critical governance documents**, including the **Code of Conduct and Whistleblower Protocol**.
- **Communications:** Achieved a **50% increase in website traffic**, published **17 CEO interviews**, and secured **four global media mentions**. Launched **CM50.coop** and **culturalheritage.coop**, while advancing **CoopCloud** and **DotCoop mapping**.

- **Advocacy and policy:** renewed our **MoU with FAO**, contributed to the **UN Secretary-General's Report on Cooperatives**, and organised a **seminar at the International Court of Justice on the Right to Strike**.

Now our focus is on **scaling this momentum**. The **2026–2030 Strategy** will guide us in **deepening our impact, unifying our brand, and strengthening our financial and operational foundations**. This is the decade where cooperatives will not only thrive but **redefine global development through action**.

Thank you for your hard work and dedication. Together, we are building a future where cooperatives lead by example.

As we reflect on the progress of 2025, we also remember and honor the late High Chief Ayeola Tajudeen Oriyomi, ICA Vice-President for Africa, a visionary leader whose passion and commitment to the cooperative movement left an indelible mark on our global community. His legacy continues to guide and inspire us as we move forward."

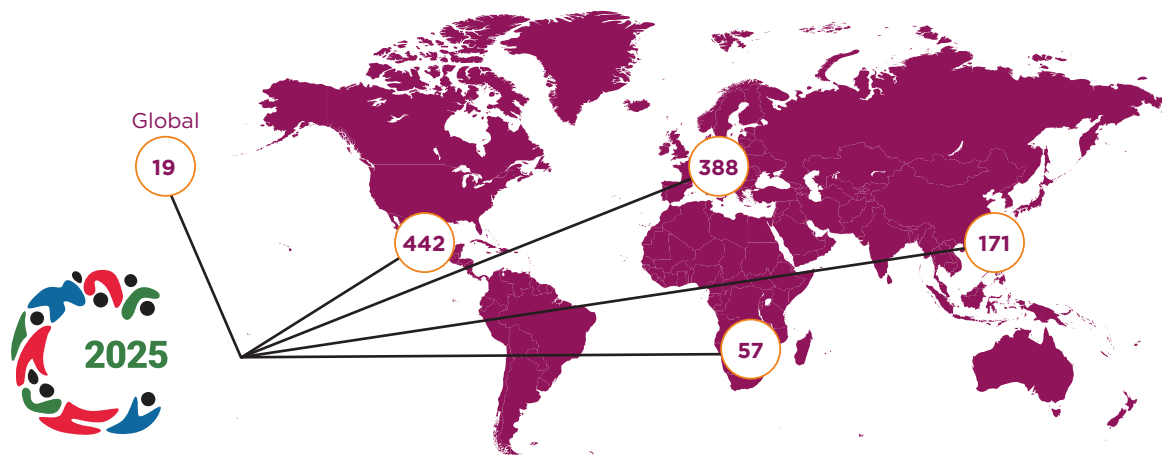
With appreciation,

Jeroen Douglas *Director General,
International Cooperative Alliance*



2025 in a nutshell

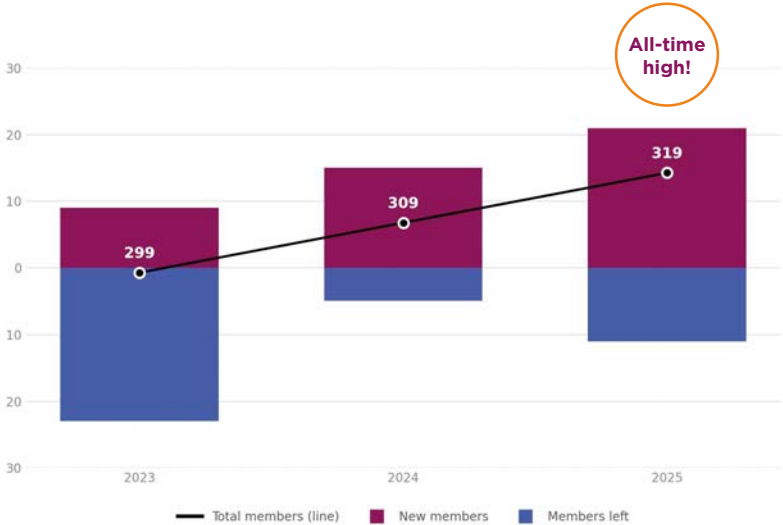
IYC2025 Global Impact



	Metric	Result	Scope
	Logo adoption	120+ countries	Jointly developed with COPAC
	Website Traffic	50,000+ unique visitors	Global reach
	Media Reach	1 billion+ engaged readers	Reuters, AP, BBC, El País, etc.
	Closing Event	53 Heads of State (Doha)	UN World Social Summit



Membership Growth & Revenue



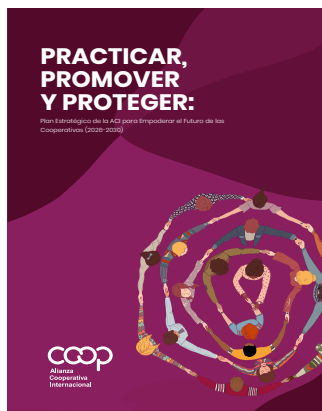
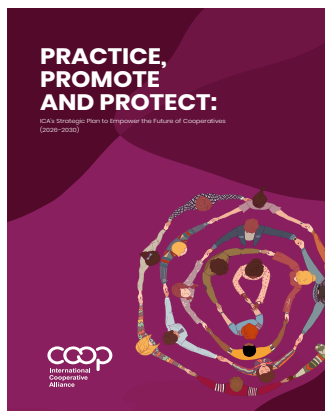
	2023	2024	2025
Total members	299	309	319
New members	9	15	21
Members left	23	5	11
Net change	-4.47%	+3.34%	+3.24%





ICA Strategy 2026–2030: Development & Adoption

Engagement	Board Review	General Assembly	Official launch
Action Interactive sessions with regions, sectors, and thematic committees	Action Consultation with ICA Board members	Action Presentation and vote in Manchester	Action Public launch during the IYC2025 closing event in Doha
Outcome Strategy shaped through collaborative input	Outcome Unanimous support for the draft strategy	Outcome Unanimous adoption of the 2026–2030 Strategy	Outcome Strategy introduced globally as part of IYC2025 celebrations
Q1–Q2 2025	Q2 2025	3 July 2025	November 2025



To download the strategy, scan the QR code or visit ica.coop/en/ica-2026-2030-strategy-practice-promote-and-protect



Key Innovations & Initiatives (2025)

Initiative	Status	Description	Link/Platform
	Implementation	The second UN International Year of Cooperatives 2025 campaign.	2025.coop
	Launched	A program dedicated to preserving and promoting cooperative cultural heritage worldwide.	culturalheritage.coop
	Launched	A platform showcasing 50 of the top cooperatives and mutuals globally , highlighting their impact.	cm50.coop
	Launched	The 2025 edition of the annual report analysing the global cooperative movement's economic and social impact.	monitor.coop
	In development	A cloud-based platform for cooperatives, focusing on data sovereignty and ethical technology .	In development
	Launched in 2024, ongoing until 2029	A development initiative in partnership with the European Commission to support cooperatives in low-income regions through capacity-building, funding, and advocacy.	coops4dev.coop
	Launched in 2024, ongoing	A global mapping project to visualise and connect cooperatives using the .coop domain .	worldmap.coop

Governance & Operational Progress (2025)

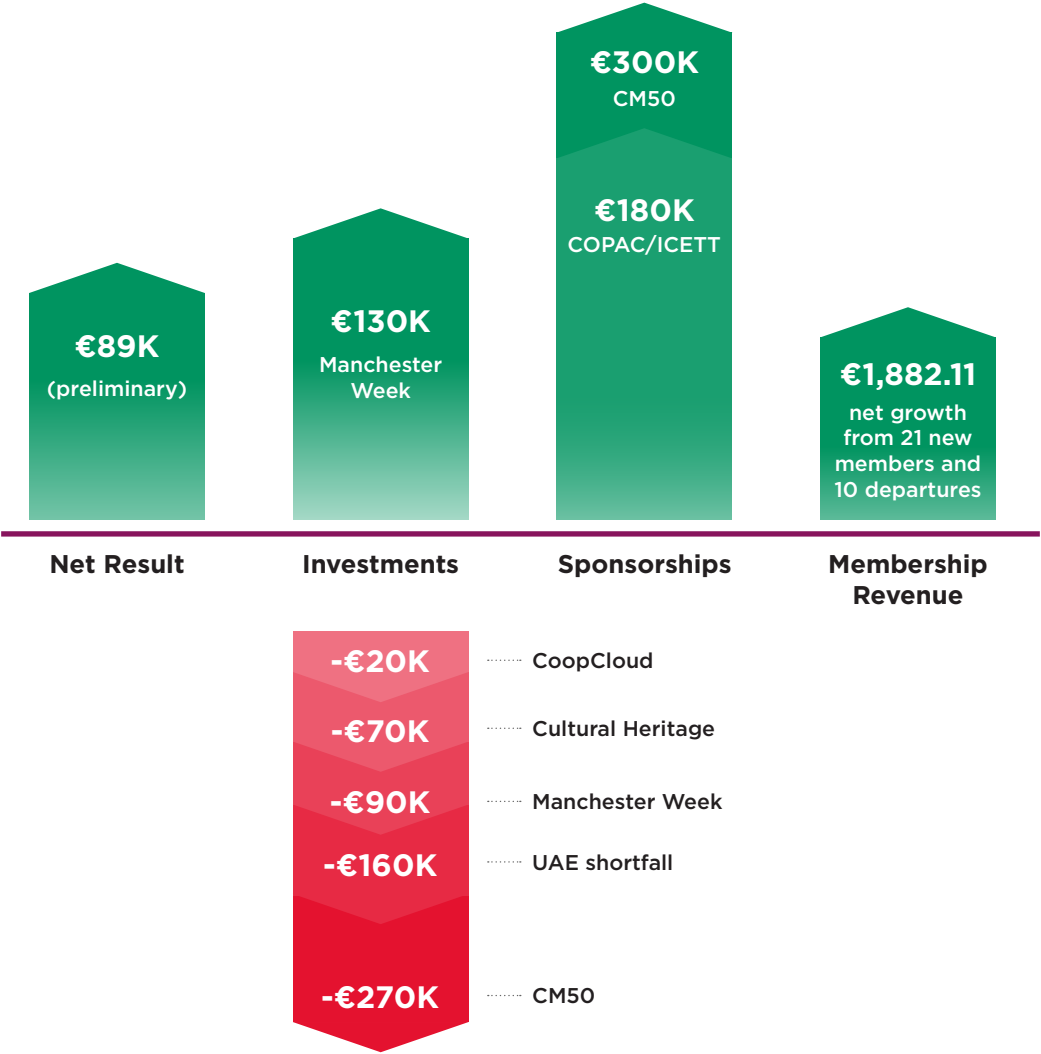
Area	Action	Status
Governance Documents	Code of Conduct, Whistleblower Procedure	Drafted (Adoption: 2026)
HR Manual	Renewed and circulated to regions	Work in progress
Regional Directors	New director recruited for Africa (Dr Rose Karimi)	Completed
Performance Cycles	Transparent annual cycles aligned with strategy	Implemented



Dr Rose Karimi



Financial Performance & Investments



2025 ICA Annual Report: Global Office Key Results by Area

1. Membership & Governance

2025 was a historic year for the ICA, marked by **unprecedented membership growth, strengthened unity, and enhanced accountability** in our global cooperative movement. For the first time in our history, we reached **319 members**, an all-time high that reflects the growing strength and appeal of cooperatives worldwide.

The **General Assembly in Manchester (July 2025)**, the birthplace of the modern cooperative movement, combined with the **Festival of Cooperatives**, served as a pivotal moment for our organisation.

Held in the same city where the Rochdale Pioneers established the foundations of cooperativism, this gathering symbolised our **collective commitment to transparency and progress**, fostering an environment of connection, dialogue, and shared purpose during the **UN International Year of Cooperatives**.

A significant achievement was the **drafting of four critical governance documents**: the **Code of Conduct & Whistleblower Protocol**, **Standing Orders and Code of Conduct for Elections**, **Internal Rules for the ICA Board**, and **Standing Orders for General**

Assembly, and Code of Conduct for Events. These documents represent the **foundation of our shared values**, ensuring that every voice in our movement is heard and respected. While their formal adoption is anticipated in 2026, the groundwork laid in 2025 has already set a strong precedent for **accountability and clarity** in our operations.

Our **Board Meetings** reflected a deep commitment to inclusivity and collaboration. With **three in-person meetings, one online session, and one written procedure**, we ensured that every region and sector had the opportunity to contribute. Additionally, **4-6 consultations** were organised with regions, sectors, and members both virtually and through written surveys to gather input on **fees, voting rights, and the Cooperative Identity Statement**. The feedback received has been instrumental in shaping the future of our organisation.





To support our growing community, we published the **Members' Directory**, making it easier for members to connect, collaborate, and learn from one another. We also produced **3 Members' Briefs** - newsletters targeting ICA members exclusively

- and organised **2 Members' Chats sessions** and one **Meet & Greet gathering** to engage potential new members, ensuring our community continues to expand with diverse and engaged voices.

The progress made in 2025 has once again demonstrated that the heart of the ICA lies in **our members**. Your participation, ideas, and dedication are what make this organisation thrive.

Membership & Governance

Area	Key Actions	2025 Results
General Assembly	Organised statutory General Assembly to approve audited accounts and amendments to fees/voting rights.	1 General Assembly held in Manchester (July 2025) , combined with the Festival of Cooperatives .
Governance Documents	Drafted documents on accountability rules, onboarding protocols, and Code of Conduct.	4 documents drafted . Adoption expected in 2026 .
Consultations	Organised consultations on fees, voting rights, and Cooperative Identity Statement.	Consultations with regions, sectors, and members (virtual + written surveys).
Membership Growth	Retained members through briefs, directory updates, and chats; recruited new members.	3.24% membership growth (319 members, all-time high). 1 Member Directory published.
Recruitment and engagement	Organised events to recruit and engage potential members.	1 Meet & Greet organised; 2 Members' Chats held. 3 Members' Briefs published

2. Communications & Branding

2025 was a transformative year for ICA communications, cooperative outreach and members' engagement, as we leveraged the momentum of the **UN International Year of Cooperatives (IYC2025)** to increase the visibility and impact of the cooperative movement. During the year, our message reached over 1 billion people globally, a testament to the power of collective action, a concrete proposal and shared purpose.

The **IYC2025 campaign** was at the heart of this success, creating a truly global movement. The **IYC2025 logo** was adopted in at least **125 countries**, and more than **1,000 logo requests** were submitted by organisations worldwide through the form developed with the UN. Our dedicated website – **www.2025.coop** – attracted visitors from **185 countries**, and **more than 200 event** entries were submitted, serving as a hub for information, resources, and inspiration.

The **15 language versions of the logo** ensured the campaign resonated across diverse cultures and regions, and, together with the **IYC monthly newsletter** (produced in English, Spanish and French), made it one of



the most inclusive and far-reaching initiatives in our history.

The public launch of the **Practice-Promote-Protect ICA Global Strategy 2026-2030** combined with the launches of the **CM50** and **2025 edition of the World Cooperative Monitor** created over a potential media reach of **1 billion engaged readers/listeners** via Reuters, AP, El Pais, BBC, India Times and various associated multipliers, significantly enhancing the ICA brand value. Strategy was the fruit of an interactive engagement with regions, sectors, thematic committees and Board

members. We also **doubled our target for global media mentions**, securing **four prominent features** that amplified the cooperative narrative on the world stage.

Digital engagement was another highlight. We saw a **50% increase in website traffic**, while **TikTok and Instagram engagement doubled**, reflecting the growing interest in cooperatives among younger audiences. The **“one organisation, one strategy, one brand”** vision gained significant traction, and there were discussions around implementing this strategy in 2026. The **World**



Cooperative Monitor played a key role in storytelling, with its **special IYC2025 edition** featuring **interviews with cooperative leaders** in written and video formats. These stories highlighted the **diverse and impactful work** of cooperatives worldwide, reinforcing the movement's role in driving sustainable development.

We also expanded our digital presence with the launch of **three new websites**: [CM50.coop](#), [2025.coop](#), and [culturalheritage.coop](#). These platforms **showcased our initiatives** while also providing **valuable resources** for members and the broader public, further solidifying our digital footprint.

As we reflect on 2025, it is clear this year has set a new standard

for **cooperative visibility and engagement**. The success of the IYC2025 campaign, combined with our digital and media achievements, has positioned the ICA as a **global leader in the cooperative movement**. Together, we have not only amplified our voice but also **inspired a new generation of cooperators** to join us in building a better world.

Communications & Branding

Area	Key Actions	2025 Result
IYC2025 Campaign	Launched IYC2025 logo, website, and monthly newsletters.	15 language versions of the IYC logo; 1,000+ logo requests from 124 countries ; website visitors from 185 countries & more than 200 events submitted , monthly newsletters
Media Reach	Boosted visibility through global media partnerships.	1 billion+ engaged readers (Reuters, AP, BBC, El País, etc.). 4 global media mentions (double the target).
Digital Presence	Increased website traffic and social media engagement.	50% increase in website traffic ; TikTok and Instagram engagement doubled .
World Cooperative Monitor	Published special IYC2025 edition with CEO interviews.	17 interviews with cooperative leaders (written and video).
New Websites	Launched platforms for CM50, IYC2025, and Cultural Heritage.	3 new websites : CM50.coop , 2025.coop , culturalheritage.coop .



Visibility: facts and figures

2025 was a breakout year across ICA's established channels. The global website (www.ica.coop) saw a 50% increase in website traffic.

LinkedIn saw the sharpest jump, with impressions nearly doubling and engagements more than doubling year-on-year, alongside its highest-ever engagement rate. Facebook scaled dramatically in visibility (page views up 479%, post views up 622%)

while holding its engagement rate steady, suggesting the growth in reach isn't just passive scrolling, but people sharing and messaging more too. X was the exception: impressions, engagements and follower count all continued its post-2021 decline, consistent with wider platform-wide trends, though its engagement rate held up reasonably well. The year also marked expansion rather than just growth, with TikTok and Bluesky

launched in July to build early presence ahead of the 2026-2030 strategy period.

The biggest day for YouTube views was 5 July, around #CoopsDay during #CoopsYear, while the top-performing content included the ICA President's CoopsDay message, International Year of Cooperatives content, and the Gender Equality Committee's International Women's Day message.

Channel	Followers 2025 (vs 2024)	Impressions/Views 2025 (vs 2024)	Engagements 2025 (vs 2024)	Engagement Rate 2025 (vs 2024)
 @ICAcoops	14K (+3.9K, ~+41%)	402K impressions (+88%, up from 214K)	15K (+103%, up from 7.4K)	12% (+0.92 pts, up from 11.08%)
 @ICAcoops	23K (+2K, ~+10%)	747K page views (+479%) / 708K post views (+622%)	Likes 11K (+156%), Shares 3.5K (+192%), Messages 4.3K (+126%)	8.83% (-0.1 pts, down from 8.93%)
 @icacoop	20K (net -197 followers)	199K (-10%, down from 222K)	13K (-28%, down from 18K)	5.89% (-1.84 pts, down from 7.73%)
 @icacoop	5,130	not reported	not reported	not reported
 @icacoop	3170	20.3K	not reported	not reported

3. Strategy, Policy Influence & Intercooperation

In 2025 we **strengthened our strategic direction, amplified our global advocacy, and deepened intercooperative collaboration**. The **launch of the ICA Strategic Plan 2026–2030** stood as a testament to our collective vision, developed through **collaborative engagement** with regions, sectors, and thematic committees. This strategy, **unanimously adopted at the General Assembly in Manchester (July 2025)**, is now our **shared blueprint** for the future, with a public version published in **English, French, and Spanish in Doha (November 2025)**. Regional and

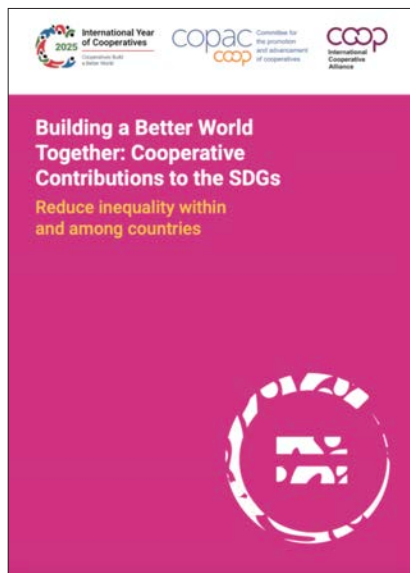
sectoral interpretations are invited to follow in 2026, ensuring that the strategy resonates across the entire cooperative movement.

Our **engagement with the United Nations** reached new heights in 2025. The ICA supported the implementation and coordination of the **IYC2025 global action plan** in collaboration with COPAC and published a series of Sustainable Development Goal (SDG) policy briefs highlighting and monitoring the contribution of cooperatives across all SDGs. The adoption of the **UNGA Resolution (A/RES/80/182)**, establishing a **permanent decade for cooperatives starting in 2035**, was a historic achievement. Additionally, the **UN Secretary-General's report on cooperatives in social development**, published in July 2025, highlighted the critical role of cooperatives in advancing the SDGs. These milestones underscored the ICA's growing influence on the global stage.

Policy advocacy was another cornerstone of our work. We **renewed our MoU with the Food and Agriculture Organization (FAO)** and advanced discussions

with the **International Labour Organisation (ILO)**, while also initiating engagements with **United Nations Educational, Scientific and Cultural Organization (UNESCO)**, **United Nations Development Programme (UNDP)**, and **United Nations Conference on Trade and Development (UNCTAD)**. These efforts expanded our network of allies and reinforced the cooperative movement's position as a **key actor in global development**. Our presence in **5+ major international forums**, including the **UN High-Level Political Forum (HLPF)**, **World Social Summit** and **COP30**, ensured that the cooperative voice was heard in critical global conversations.

The **CM50 Leadership Circle** was launched to **elevate high-level advocacy**, bringing together **20+ influential cooperative leaders** to champion our shared priorities. This initiative, alongside the **special IYC2025 edition of the World Cooperative Monitor**, which featured **17 CEO interviews from CM50 members**, amplified our global voice and showcased the **diverse and impactful work** of cooperatives worldwide.





Intercooperation thrived in 2025 through **strategic partnerships and innovative initiatives**.

In November, the ICA and the All-China Federation of Supply and Marketing Cooperatives (ACFSMC), with support from the ICA-AP Committee on Trade and Business, hosted the ICA Trade and Development Forum titled **Co-operatives Empowering Sustainable Trade and Supply Chain** in Shanghai

The **International Cooperative Entrepreneurship Think Tank**

(ICETT) produced a cooperative benefits report and organised a webinar to share the key findings and experiences with the cooperative movement. ICETT also co-organised a webinar with the ILO on the role of large cooperatives. We signed a **Memorandum of Understanding with Fairtrade International** and engaged in discussions with the **International Trade Union Confederation (ITUC)**. The Mapping International Cooperative Development Programs (MiCDP) platform, which displays international development projects run by Cooperative Development

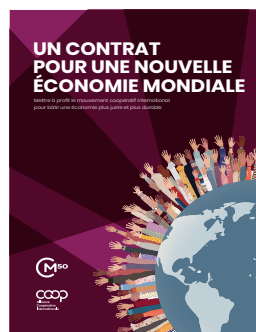


Organisations worldwide, was updated to showcase **441 cooperative development projects**, representing **€1.1 billion in investment** and demonstrating the tangible impact of our collective efforts. Additionally, we established a **prioritised donor list** and identified **three new potential partners**, further expanding our network of supporters.

As we reflect on 2025, it is clear that this year has set a **new standard for strategic alignment, advocacy, and collaboration**. The foundations we've built from the **ICA Strategy 2026-2030** to our **global policy engagements** position us to **lead the cooperative movement into a future of greater influence and impact**. Together, we are not just shaping the narrative; we are **driving the change** that the world needs.

Strategy, Policy Influence & Intercooperation

Area	Key Actions	2025 Results
ICA Strategy 2026–2030	Developed and launched the global strategy through collaborative engagement.	Unanimously adopted at the General Assembly (July 2025) ; public version published in EN/FR/ES . Regional/sectoral interpretations to follow in 2026.
UN Engagement	Supported IYC2025 implementation, UN Secretary-General's report, and UNGA resolution.	UNGA Resolution (A/RES/80/182) adopted, establishing a permanent decade for cooperatives (2035+) . UN Secretary-General's report published (July 2025).
Leadership Circle	Launched CM50 Leadership Circle for high-level advocacy.	20+ influential cooperative leaders engaged; CM50 Leadership Circle launched.
Intercooperation	Strengthened partnerships with global CSOs and explored the Global Cooperative Impact Fund.	MoU signed with Fairtrade International; discussions ongoing with ITUC and WINGS. MicDP data portal updated (441 projects, €1.1bn invested).
Donor Engagement	Developed a prioritized list of potential donors.	Donor list established (living document); 3 new partners identified and contacted.



To download the CM50 document, scan the QR code or visit ica.coop/en/media/library/resolutions-and-declarations/contract-new-global-economy

4. Legislation, Regulation & Cooperative Identity

Protecting and Promoting the Cooperative Model

Our efforts to **protect, promote, and preserve** the cooperative model gained significant momentum, ensuring that cooperatives worldwide have the **resources, recognition, and legal support** they need to thrive.

One of our most impactful achievements was the **launch of the cooperative laws portal**, a critical resource for **100+ global cooperative lawyers**. This portal, with its **beta version slated for 2026**, provides a **centralised hub** for legal knowledge, empowering members to navigate complex regulatory landscapes. Additionally, we **published two legal briefs** for key international events, including **ILO and UNESCO Mondiacult 2025**, offering tailored insights to support cooperatives in their advocacy and compliance efforts.

Our **engagement with governments** further strengthened our global influence. We organised meetings with **ICA member governments (Jordan, Morocco, Fiji, India)** and **non-member governments (UAE, Mauritania, Malaysia, Azerbaijan, Turkey, Northern Cyprus)**, fostering dialogue

and collaboration on cooperative legislation. A notable highlight was the **relaunch of the UAE-ICA Project**, which generated **€64,000 in earnings in its first year**, demonstrating the tangible impact of our international partnerships.

The **International Court of Justice (ICJ)** engagement on the **Right to Strike case** was another milestone. Our **written and oral submissions** to the ICJ, along with the **symposium organized on UN Day**, underscored the ICA's commitment to **upholding cooperative values and principles** in international law. These efforts positioned the ICA as a **trusted advocate** for cooperatives on the global stage.



The **Cooperative Identity** was further strengthened through a series of strategic initiatives. The launch of **culturalheritage.coop**, supported by **four part-time equivalents from ICA member organisations**, provided a platform to **preserve and promote cooperative cultural heritage**. Our participation in **Mondiacult 2025** and the publication of a **policy brief** highlighted the movement's rich history and its role in shaping inclusive, sustainable communities. Additionally, we **developed ICA standards for cooperative cultural heritage** in consultation with the **Cultural Heritage Working Group**, ensuring that our identity remains **rooted in shared values and best practices**.

To maintain alignment on identity principles, we organised an **in-person meeting of the Cooperative Identity Advisory Group (CIAG)** on the sidelines of the **ICA General Assembly 2025**. This gathering ensured that our **collective vision for cooperative identity** remains **clear, cohesive, and actionable**.





As we look ahead, the progress made in 2025 has **solidified the ICA's role as a leader in cooperative legislation, regulation, and guardian of the cooperative identity**. From the

cooperative laws portal to our **global advocacy efforts**, we are not only protecting the cooperative model but also **ensuring its growth and relevance** in an ever-changing world. Together,

we are **preserving our past, shaping our present, and building a future** where cooperatives continue to thrive.

Legislation, Regulation & Cooperative Identity

Area	Key Actions	2025 Results
Legal Database	Developed a portal for cooperative laws.	MVP launched (end 2025) for 100+ global cooperative lawyers; beta version in 2026.
Legal Briefs	Prepared briefs for key international events (ILO, UNESCO Mondiacult).	Two briefs published (ILO, UNESCO).
Government Engagement	Organised meetings with ICA member governments and non-members.	Meetings held with Jordan, Morocco, Fiji, India (ICA members) and UAE, Mauritania, Malaysia, Azerbaijan, Turkey, Northern Cyprus (non-members).
International Court of Justice (ICJ)	Engaged on Right to Strike case.	Written and oral submissions to ICJ; symposium organized on UN Day.
Cooperative Identity	Coordinated work on ICA guidance notes and Cultural Heritage Programme.	www.culturalheritage.coop launched; ICA represented at Mondiacult 2025; policy brief published.

5. Capacity Building, Training & Research

Empowering cooperatives through knowledge and innovation

In 2025 we deepened our commitment to knowledge-sharing, capacity-building, and research to empower cooperatives worldwide, strongly supported by the ICA - EU partnership means. Our efforts were designed to **equip members with the tools, insights, and networks** they need to thrive in an ever-evolving landscape.

A major highlight was our **focus on the Sustainable Development Goals (SDGs)**. We developed **10 SDG policy papers**, which were presented at the **UN High-Level Political Forum**. These papers not only **showcased the cooperative movement's contributions** to global sustainability but also **positioned cooperatives as key actors** in achieving the 2030 Agenda.



The **2nd Summer School on Cooperative Law** (above) was another standout initiative, attracting a **5x increase in participants** compared to 2023. This program provided a **dynamic learning environment** for cooperative leaders, fostering a new generation of advocates who are well-versed in the legal and operational aspects of cooperatives.

Gender equity remained a **top priority** in 2025. We co-organized a **seminar on women's leadership in agriculture** with the **FAO and Ankara University in Turkey (March 2025)**, emphasizing the critical role of women in shaping the future of cooperatives. Additionally, we **completed a legal report on cooperative housing** in collaboration with ICA sectorial organisation

Cooperative Housing International (CHI), which was presented at the **World Habitat Meeting in October 2025**. This report underscored the **innovative and inclusive** approaches cooperatives bring to housing solutions.

Our CCR conferences further amplified our research impact: the **IYC2025 Global Research Conference in Montreal (July)** gathered 300+ participants across 17 research streams with 179 presentations, while the European Conference in Helsinki (June) and the 19th Asia-Pacific Research Conference in Colombo (November, 162 abstract submissions, 60 participants) mobilised the research community across both regions.





Capacity Building, Training & Research

Area	Key Actions	2025 Results
SDG Workshops	Organised workshops on SDG contributions and policy engagement.	10 SDG policy papers presented at the UN High-Level Political Forum .
Summer School	Co-organised the 2nd Summer School on Cooperative Law.	Summer school held ; 5x increase in participants from 2023.
Global Research	Conducted joint research with sectoral organisations (e.g., CHI).	ICA-CHI Legal Report launched.
CCR Conferences	Organized the IYC2025 Global Research Conference (Montreal) and regional research conferences (Europe, Asia-Pacific).	Global Conference (Montreal) : 300+ participants, 179 presentations. European Conference (Helsinki, June) . 19th Asia-Pacific Conference (Colombo) : 162 abstracts submitted, 60 participants.

ICA-EU Partnership #coops4dev FFPA – Coordination

The ICA-EU Partnership #coops4dev FFPA continued to strengthen international cooperative development through structured coordination and reporting. The first interim narrative and finance reports were submitted and accepted by the European Commission in May 2025, demonstrating our commitment to transparency and accountability.

Additionally, the pre-financing request for Year 2 was approved and executed, ensuring the continuity of our initiatives.

While the Annual Review Meeting was not held in 2025 due to the priorities of the UN International Year of Cooperatives (IYC2025), a comprehensive two-year review

took place in March 2026 in Rome, covering the first two years of implementation. Throughout 2025, global and regional offices consistently utilized the Monitoring & Evaluation Tool, online OPSYS system, and Financial Monitoring Tools to track progress and financial data, ensuring that all Partnership-related activities were efficiently managed and reported.



The efforts of 2025 laid a solid foundation for the Partnership's continued success, aligning with our mission to promote cooperative development as a driver of sustainable, democratic, and inclusive growth. As we move into 2026, the ICA-EU Partnership will remain a cornerstone of our international development work, fostering collaboration, innovation, and impact across regions.

A video was produced on the Cooperatives role to fight inequalities in coordination with the 4 regional offices of the ICA and under #coops4dev.



#coops4dev 

2025 ICA Annual Report



ICA-EU Partnership #coops4dev FFPA – Coordination

Area	Key Actions	2025 Results
Reporting	Completed and submitted the first interim narrative and finance report to the European Commission.	Interim narrative and finance reports accepted by the European Commission (May 2025).
Pre-Financing	Submitted and secured pre-financing request for Year 2.	Pre-financing request accepted by the European Commission; funds received (June 2025).
Annual Review Meeting	Organised the first Annual Review Meeting for Partnership staff.	No Annual Review Meeting held in 2025 due to IYC2025 priorities. First ARM (covering 2 years) scheduled for March 2026 in Rome.
Monitoring & Evaluation	Ensured consistent use of Monitoring & Evaluation Tool, online OPSYS system, and Financial Monitoring Tools.	Global and regional offices consistently used the established monitoring tools to capture data and financial information.

ICA Thematic Committees

Gender Equality Committee (GEC)

In 2025, the **ICA Gender Equality Committee (GEC)** played a **pivotal role** in advancing gender equity across the cooperative movement.

The **Women Transforming Cooperativism** campaign showcased **eight inspiring cases (two per region)**, amplifying the voices of women leaders in cooperatives. The **Orange the World** campaign addressed gender-based violence with **five targeted social media messages**, while **International Women's Day** was marked with a **video, institutional statement, and three testimonial videos** celebrating women's leadership.

The GEC also **participated in CSW69 at the UN Headquarters** (right), co-organizing a **side event on transforming care systems** with COPAC and We Effect. Internally, the committee **strengthened its governance** through regular meetings and updated regulations, ensuring **diversity, equity, and inclusion** remain at the core of its work.



genderequality.coop





Gender Equality Committee (GEC)

Area	Key Actions	2025 Results
Visibility Campaigns	Carried out campaigns to highlight women's contributions in cooperatives.	Women Transforming Cooperativism (WTC) campaign launched, featuring 8 cases (2 per region) .
Orange the World Campaign	Addressed gender-based violence through social media and advocacy.	5 social media messages published to combat gender-based violence.
International Women's Day	Produced content to celebrate women's leadership in cooperatives.	1 video and 1 institutional statement released. 3 testimonial videos highlighting women's leadership.
CSW69 Participation	Engaged in the UN Commission on the Status of Women.	On-site participation at CSW69 (UN Headquarters); side event organized with COPAC and We Effect on <i>"Collectively Transforming Care Systems with a Multi-Sectoral Approach"</i> .
Internal Strengthening	Conducted meetings and updated internal regulations.	Regular Executive Board meetings held; internal regulations revised to align with DEI principles.

Youth Committee (ICAYC)

The ICA Youth Committee (ICAYC) made significant strides in 2025 to empower young cooperators. The Annual Plenary Meeting (APM) brought together 132 participants, fostering leadership and networking opportunities. Two online Cooperative Spring trainings were organised, providing young cooperators with

skills, knowledge, and a platform for collaboration. Youth also played a key role in IYC2025, actively participating in events like the Coopathon and the Global Cooperative Conference.

To strengthen its outreach, the ICAYC launched a dedicated Instagram account ([@icaglobalyouth](https://www.instagram.com/icaglobalyouth)), ensuring

young cooperators have a digital space to connect and share their stories. The committee's six online Executive Committee meetings ensured consistent alignment and progress on youth-focused initiatives.



globalyouth.coop



Youth Committee (ICAYC)

Area	Key Actions	2025 Results
Annual Plenary Meeting (APM)	Organised the Annual Plenary Meeting to foster youth leadership and networking.	132 participants attended the APM 2025.
Cooperative Spring Trainings	Conducted online and hybrid training programs for young cooperators.	2 online Cooperative Spring trainings organized.
IYC2025 Engagement	Encouraged youth participation in IYC2025 activities.	Youth actively engaged in IYC2025 events, including the Coopathon and Global Cooperative Conference.
Executive Committee Meetings	Coordinated regular online meetings to align youth initiatives.	6 online Executive Committee meetings held.
New Digital Presence	Launched a dedicated Instagram account for the ICA Youth Committee.	Instagram account launched: @icaglobalyouth .

Committee on Cooperative Research (ICACCR)

In 2025, the ICA Committee on Cooperative Research (CCR) placed research at the heart of the UN International Year of Cooperatives (IYC2025). The flagship achievement was the ICA CCR Global Research Conference in Montreal (8–11 July, below), hosted by IICADD (HEC Montréal) with ACE and CASC under the theme “Intercooperation for Our Common Futures”. The conference

brought together 300+ researchers and practitioners across 17 research streams, featuring 72 parallel sessions, 179 individual presentations and 20 panel discussions.

Regional dynamics were equally strong. The CCR Europe Conference in Helsinki (12–13 June), organised with the University of Eastern Finland under the theme “Cooperative

Identity”, fed directly into the movement’s IYC2025 reflection on who cooperators are as a movement. In the Asia-Pacific, the 19th ICA-AP Research Conference in Colombo (23–24 November), held with SANASA under the theme “Cooperatives Build a Better World”, served as the regional culmination of IYC2025, attracting 162 abstract submissions and 60 participants.



The CCR continued to nurture the next generation of researchers: dedicated Young & Emerging Scholars (YES) days alongside all three conferences engaged 71 young scholars (35 in Montreal, 20 in Colombo, 16 in Joensuu), with travel scholarships supporting emerging scholars. A side meeting with FFPA research officers in Montreal opened new avenues for ICA–CCR collaboration. Looking ahead, preparations began for the CCR Europe 2026 Conference in Valencia (4–6 November 2026), with the call for papers issued in December 2025, and for the 2027 Global Research Conference in Nairobi, securing a strong research pipeline into the movement’s future.

ccr.ica.coop

2025 ICA Annual Report



Committee on Cooperative Research (ICACCR)

Area	Key Actions	2025 Results
Global Research Conference	Organized the IYC2025 Global Research Conference (Montreal, 8–11 July) with IICADD, ACE and CASC.	300+ participants; 17 research streams; 72 parallel sessions, 179 presentations, 20 panel discussions.
Regional Conferences	CCR Europe Conference (Helsinki, UEF, 12–13 June); 19th ICA-AP Research Conference (Colombo, SANASA, 23–24 November).	Helsinki mobilised Europe's research community around cooperative identity; Colombo: 162 abstracts submitted (106 accepted), 46 presentations, 60 participants, 10 sub-themes.
Young Scholars	Organized Young & Emerging Scholars (YES) days alongside all three conferences (Joensuu, Montreal, Colombo).	71 young scholars engaged (Montreal 35, Colombo 20, Joensuu 16); travel scholarships awarded (Colombo).
Governance	Coordinated the committee through regular Executive Committee meetings.	4 Executive Committee meetings held (January, April, September, December), plus a joint FFPA session in Montreal.
Future Planning	Launched preparations for upcoming conferences: CCR Europe 2026 (Valencia, UPV, 4–6 November 2026) and the 2027 Global Research Conference (Nairobi, 23–27 August 2027).	Valencia call for papers issued (December 2025); Nairobi dates announced.

Development Platform (ICADP)

The International Cooperative Alliance Development Platform (ICADP) focused in 2025 primarily on exchanging perspectives on the shifting international development landscape, with the aim of positioning the cooperative model to remain visible, impactful, and fundable by global donors. The ICADP operationalises its agenda through three major pillars of action, designed to strengthen international cooperative development, and reflected in its 2025-2030 newly adopted multi-annual strategy and workplan:

- Knowledge sharing, by fostering open and trust-based environments to assess how Cooperative Development Organisations (CDOs) can navigate changing donor metrics and help redefine traditional aid models;
- Joint projects and partnerships, by establishing multi-region partnerships to implement development programmes, particularly in low- and middle-income regions;
- Advocacy and strategic donor approaches, by initiating high-level policy dialogues with international bodies to strengthen and scale the collective impact of the cooperative movement.



coops4dev.coop/en/icadp





Development Platform (ICADP)

Area	Key Actions	2025 Results
Annual Plenary Meeting (APM)	Organized the Annual Plenary Meeting back to back with the ICA GA.	21 CDOs adopted the ICADP 2025-2030 Strategy and Workplan. Priority actions decided.
MiCDP Online Platform	Re-launch the online database and improve user experience.	459 Cooperative Development Projects, investing 1.2 billion Euro, are recorded on the online database.
Executive Committee Meetings	Coordinated regular online meetings to align committee initiatives.	3 online Executive Committee meetings held.
Multi-annual Strategy	Drafting and revision of the multi-annual strategy with CDOs and Regional platforms	Multi-annual Strategy and Workplan adopted by the ICADP members at its meeting in Manchester.

ICA Cooperative Law Committee (CLC)

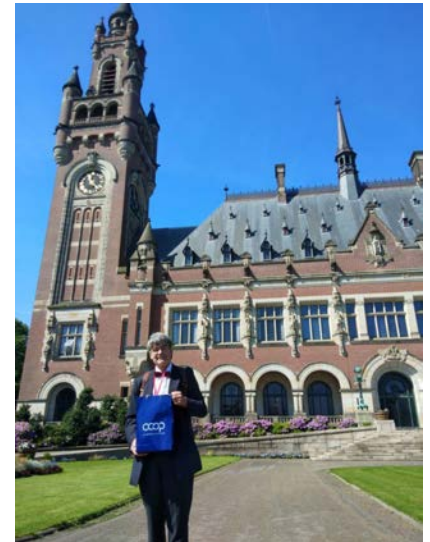
In 2025, the ICA Cooperative Law Committee (CLC) used the UN International Year of Cooperatives (IYC2025) as a strategic opportunity to strengthen the legal recognition and protection of the cooperative identity. Drawing lessons from the first International Year in 2012—which coincided with renewed attention to enabling cooperative legislation and significant reforms in countries including the Republic of Korea—the CLC emphasised the ICA’s responsibility as global custodian of the Statement on the Cooperative Identity and the need for national laws to translate its definition, values and principles into appropriate legal rules.

A major focus was the next phase of the ICA-EU Legal Framework Analysis (LFA). The CLC, together with ICA regional programme managers and research officers, examined how the earlier global analysis could be strengthened and helped shape the questions and methodology for its renewal. This work was taken forward at the International Workshop on Cooperative Law and Public Policy in Pula, Croatia (23 August), held immediately before the second Global

Cooperative Law Summer School at Juraj Dobrila University. The workshop brought legal experts, practitioners and researchers together to critically review the LFA questionnaire and methodology and consider how IYC2025 could contribute to more enabling legal and policy environments for cooperatives.

The CLC also continued the ICA’s unprecedented engagement before the International Court of Justice (ICJ) in the advisory proceedings on the Right to Strike under ILO Convention No. 87. Building on the ICA’s written statement and written comments filed with the Court in 2024, the ICA participated in the oral proceedings on 8 October 2025, represented by CLC Chair Prof. Hagen Henry (right) and CLC Secretary and ICA Legislation Director Santosh Kumar Padmanabhan. The proceedings addressed whether the right to strike of workers and their organisations is protected under the ILO Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87), giving the cooperative movement a direct voice in a major question of international labour law.

On 24 October, United Nations Day, the CLC, in collaboration with the International Cooperative Banking Association (ICBA) and with support from the ICA-EU partnership, organised the inaugural International Symposium on Cooperatives and International Law at the Peace Palace in The Hague. The symposium positioned the ICA Statement on the Cooperative Identity as a source of cooperative law and examined its relationship with international law, peace, social justice and sustainable development. Judge Mahmoud



Hmoud of the International Court of Justice delivered the keynote address, along with special presentations from Corinne Vargha, Chief of ILO Legal Department (NORMES) and Anna Veneziano is the Deputy Secretary General of the International Institute for the Unification of Private Law (UNIDROIT). Cooperative lawyers and sectoral organisations explored issues ranging from cooperative education and housing to platform regulation, capital, taxation and regional harmonisation of cooperative laws.

The Committee also provided legal solidarity in response to threats to cooperative autonomy at national level. In Ecuador, the CLC supported Cooperativas de las Américas and Cooperativa de

Ahorro y Crédito Riobamba Ltda. in opposing provisions of the Organic Law on Public Integrity that risked forcing certain savings and credit cooperatives to transform into conventional private-sector financial corporations. The ICA highlighted the implications for the Fourth Cooperative Principle—Autonomy and Independence and for the distinct legal nature of cooperatives. On 4 August, Ecuador's Constitutional Court provisionally suspended the contested provision, citing the risk of irreparable harm to the legal nature of cooperatives.

Finally, the CLC deepened its collaboration with Cooperative Housing International (CHI) through the ICA International Legal Research

and Analysis Initiative. A harmonised questionnaire developed by CHI in collaboration with the CLC enabled comparative research across 20 countries, culminating in The Law on Cooperative Housing: Comparative Analysis of Legislation and Policy across Twenty Countries (below). Launched at the Peace Palace during the 24 October symposium, the study—the first comparative legal analysis of cooperative housing frameworks across continents—examined legal recognition, democratic governance, member rights, asset protection, finance and taxation, oversight and dispute resolution, creating a new evidence base for cooperative housing advocacy and legal reform.



legislation.coop

The activities of the ICA regions

ICA-Africa

The year 2025 marked a historic milestone for the global cooperative movement, following the United Nations' proclamation of the International Year of Cooperatives. ICA-Africa used this opportunity to strengthen the visibility of cooperatives, deepen policy engagement, and reinforce institutional and technical capacity across the continent.

The official African launch of the International Year of Cooperatives took place during the 11th Technical Committee of the Africa Ministerial Cooperative Conference (TCAMCCO) held in Morocco, establishing momentum for continent-wide engagement throughout the year.

Policy and Legislative Engagement

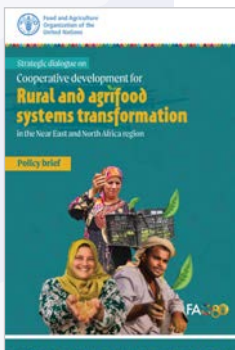
In collaboration with FAO and ICA Asia-Pacific, ICA-Africa released a [policy brief](#) highlighting the role of cooperatives in transforming agrifood systems and strengthening food security. As well as youth declaration on Cooperatives in Agrifood Systems.

The 14th Africa Ministerial Cooperative Conference (AMCCO) was held in October in Nairobi, Kenya, bringing together more than 500 cooperators, policymakers, and stakeholders from across Africa. A major outcome of the conference was the signing of the Nairobi Declaration on Regional Cooperative Development by ministers and representatives from 15 African countries. The conference also provided platforms for learning, collaboration, and innovation through activities such as:

1. The 7 Cooperative Principles Run/ Walk
2. Alternative Dispute Resolution training
3. A Design Dash workshop
4. A Regional Dialogue of Cooperative Development Organizations under the ICA-EU partnership

IYC 2025 launch





FAO Policy Brief

During the AMCCO, the [Model Law on Cooperatives](#) for Africa by the Pan-African Parliament was launched, reinforcing efforts to support enabling legislative environments for cooperatives across member states.

Capacity Building and Institutional Development

Needs assessments were conducted for members in Tanzania and Mozambique through the REGCoop project, supported by Norges Vel. Organisational and targeted trainings, including Cooperative Fundamentals Training of Trainers sessions, were delivered in both countries, alongside capacity building on lobbying and advocacy. In Tanzania, the training was attended by 45 participants, while 27 participants took part in the Mozambique session.

Gender Inclusion

Supported by We Effect and Norges Vel, the [ICA-Africa Framework for the Establishment of National Cooperative Gender Platforms](#) was launched. The framework aims to enhance engagement and strengthen women's participation in management and leadership positions. The launch and roll-out of the National Cooperative Gender Platforms is set for 2026.

Youth Engagement

Youth Engagement remained a strategic priority in 2025. ICAAfrica co-organised the International Forum We, the Youth (IFWY) Africa & Middle East Regional Dialogue, in partnership with the UN Research Institute for Social Development (UNRISD), MBC, and Debate Korea. The forum brought together 50 youth leaders to discuss solutions to social, economic, and environmental challenges, emphasising the role of youth leadership in shaping inclusive and sustainable futures. Two follow-up knowledge-sharing webinars were held as a further form of empowerment.

Partnerships

In 2025, ICA Africa established five strategic partnerships aimed at strengthening cooperative development, youth empowerment, financial inclusion, entrepreneurship, and sustainable development.

- Aflatoun International and Junior Achievement Africa: Focuses on improving financial literacy and socio-economic empowerment for children and youth through joint curriculum development, trainer networks, advocacy, resource mobilisation, and programme scaling.



IFWY Youth Forum

- DIESIS and Partnership France and Africa for Co-development: Promotes the GREASE model for green and inclusive rural development through youth-led cooperatives, with activities in policy advocacy, capacity building, research, knowledge sharing, and cross-regional learning.

- Kuza Biashara: Seeks to establish a worker-owned cooperative model by integrating Kuza's business and digital tools into cooperative structures, creating employment and economic opportunities for youth and women.

- EOD Group: Aims to strengthen cooperative entrepreneurship, public health, and community development

through Cooperative Entrepreneurship Academies, training programmes, research, and support for youth- and women-led cooperatives.

- Premier Plus Springfield Training Consultancy One Member PLC: Focuses on cooperative education, capacity building, inclusion of women, youth, and persons with disabilities, research, consultancy services, and joint resource mobilisation.

Collectively, these partnerships support cooperative growth through training, research, advocacy, innovation, resource mobilisation, and inclusive economic empowerment across the cooperative movement.

Membership

In 2025, ICA Africa intensified its membership mobilisation efforts as part of its broader commitment to strengthening and expanding the cooperative movement across the continent. These efforts yielded positive results, with membership increasing from 44 to 46 organisations. This growth reflects the growing relevance and value of ICA Africa's work and reinforces its role as a leading platform for promoting cooperation, knowledge sharing, and collective action among cooperatives in Africa.

(Left) launch of the NCGP, (right) launch of the PAP AU Model Law on Cooperatives



Cooperatives of the Americas

Events and conferences

- Cooperatives of the Americas organised four regional events as part of the 2025 International Year of Cooperatives, bringing together more than 3,500 participants from over 20 countries across the region. Each addressed a strategic area for the cooperative movement: productivity and territorial development in Chile, cooperative finance in Mexico, education and future generations in Paraguay, and the care economy in Panama.

- A side event of the 2025 UN High-Level Policy Forum on Development was also held, titled “Cooperatives for Social Justice: Decent Work and Economic Democracy”, showcasing

examples from the fields providing economic democracy (Ecuador), social justice (Uruguay, US) and decent jobs (Brazil, Paraguay): Ms Paula Narváez Ojeda, Ambassador of Chile and former ECOSOC President, chaired the event

- The Regional Youth Committee represented the cooperative movement at the World Food Forum in Rome. Before this global gathering, committee members also participated in the We, the Youth UNITAR Regional Dialogue held in Sao Paulo (Brazil), strengthening the presence of young cooperators in discussions on sustainable food systems.

- It is worth mentioning that the work done in the Americas during the UN IYC 2025 has been entirely coordinated by the Regional Committee of the Allied Parties, a platform promoted by ICA Americas for promoting structured dialogue, collaboration and joint projects amongst relevant actors, whose action has been referenced in the UN Secretary General Report on “Cooperatives in Social Development” (published July 2025).

Policy and advocacy

- The four regional events were developed with the participation of the Committee of Allied Partners for the International Year of Cooperatives. This mechanism brought together cooperative organisations, international institutions and United Nations agencies working in Latin America, including FAO, UNESCO, ILO, ECLAC, IICA, ALADI and UN Women.

- Cooperatives of the Americas contributed to the United Nations Fourth International Conference on Financing for Development. The resulting Sevilla Commitment included explicit references to cooperatives in two sections, recognising their contribution to more inclusive and sustainable economic and financial systems.

- For the first time, Cooperatives of the Americas co-organised a side event at United Nations Headquarters in New York during the High-Level Political Forum on Sustainable Development. The event positioned cooperatives as important contributors to social justice, decent work and economic democracy, while



calling for a permanent channel of dialogue between the cooperative movement and the multilateral system.

- It also contributed to the regional care agenda during the XVI Regional Conference on Women in Latin America and the Caribbean in Mexico City. Its participation highlighted existing cooperative experiences and advocated for cooperatives to be included in public policies and territorial care systems.



Representatives from ILO and UN Women recognised cooperatives as strategic partners because of their presence in communities and their capacity to translate care policies into locally grounded solutions.

Membership engagement and retention

- Regional committees maintained engagement with members through webinars and thematic exchanges. Activities included discussions promoted by the Regional Committee for Gender Equality on care policies and the contribution of women to the social economy.

- These spaces helped maintain communication among members, increased the visibility of committee priorities and encouraged participation in the regional cooperative agenda.

Capacity-building and training

- Training initiatives included a study visit for Honduran cooperative representatives in Costa Rica, international exchanges and workshops on cooperative social balance.
- A regional workshop also strengthened coordination among

school cooperatives and foundations connected to the cooperative sector.

Research and publications

- Key outputs included the Youth Declaration on Cooperative Agrifood Systems and a research study examining the evolution of the cooperative sector between the International Years of Cooperatives of 2012 and 2025.
- Cooperatives of the Americas also issued a statement regarding regulatory provisions affecting savings and credit cooperatives in Ecuador.

Partnerships and collaborations

- A total of 25 representatives from 10 Latin American countries participated in an Ibero-American mission on the social economy in Spain, organised by CEPES with support from Spain's Ministry of Labour and Social Economy.
- Throughout 2025, collaboration with UN agencies, European institutions, governments and social economy organisations strengthened the regional and international positioning of the cooperative movement.

ICA Asia and Pacific (ICA-AP)

The Asia and Pacific region marked the [International Year of Cooperatives 2025](#) by working closely with its members, sectoral committees, development partners, and governments to promote cooperation, build capacity, strengthen policy engagement, and celebrate the contribution of cooperatives to sustainable development.

The [official regional launch](#) was held in Tokyo, co-hosted by the IYC 2025 Japan Committee and the ILO Office for Japan. With around 700 participants joining in person and online, the launch reinforced the role of cooperatives as drivers of sustainable and inclusive growth in the region.

A key milestone was the [17th ICA-AP Regional Assembly](#) and the [12th Asia Pacific Cooperative Forum](#), held

in Colombo, Sri Lanka. It created valuable space for reflection, dialogue, and renewed regional solidarity as around 450 participants from 22 countries came together. It concluded with the adoption of the Colombo Declaration, which outlines a shared vision for strengthening cooperatives and contributing to the Sustainable Development Goals. The Assembly also elected the new Regional Board for the 2025 to 2029 term and approved voting rights for youth and

women representatives, reinforcing inclusive governance.

The regional office supported policy advocacy through dialogues and engagement with governments and international organisations. Members advanced several national initiatives, including Japan's Diet Resolution on cooperatives, India's National Action Plan for IYC 2025 and the establishment of its first National Cooperative University (*Tribhuvan Sahakari University*), along with legislative reforms in Malaysia, Jordan, and Indonesia. ICA-AP also participated in regional policy dialogues with partners such as [FAO](#) and the European Union (EU).

Membership continued to grow, with 15 new organisations joining from five countries. Throughout the year, ICA-AP engaged 72 member organisations across 22 countries through 50 regional activities, strengthening collaboration and knowledge exchange.

Capacity building and knowledge sharing remained the central focus of the regional committees. Training initiatives covered cooperative leadership, governance, communication, climate action,



women's leadership, youth engagement, and sustainable agriculture. Regional programmes included the side event at the [NGO CSW69 Forum](#), a ToT on Climate Change and Action for Women Cooperators in Indonesia, the [Asia Pacific Regional Youth Dialogue](#), supported by UNRISD, in Thailand, leadership training and a [peer learning workshop on cooperative communications](#) in Malaysia under the ICA-EU partnership, and agricultural cooperative training under the long-standing partnership with Japan's Ministry of Agriculture, Forestry and Fisheries (MAFF). These initiatives strengthened leadership skills, encouraged knowledge exchange, and

supported members in responding to emerging challenges.

ICA-AP, through its various committees, organised webinars, roundtable discussions, seminars, an annual [research conference](#), and the COOP Colloquium series on topics such as digital transformation, [cybersecurity](#), cooperative housing, [climate-resilient agriculture](#), youth leadership, [international development](#), and cooperative research. The region also produced eight country snapshots, a sectoral snapshot on credit and banking cooperatives, programme publications, and two editions of COOP Dialogue, including a special edition dedicated to the [IYC 2025](#).

While ICA-AP continued implementing its partnership programmes with the EU and MAFF Japan, new strategic MoUs were signed with Aflatoun International to promote social, financial, and cooperative education among young people and with Heifer International to strengthen collaboration on research, knowledge exchange, advocacy, and programme development. The collaboration with Heifer on the regional [#SeedingStrength](#) campaign highlighted the contribution of farmer cooperatives to improving livelihoods,



climate resilience, and sustainable food systems through webinars, storytelling, and public awareness activities.

Communication and visibility were significantly enhanced throughout the year. A dedicated [IYC regional webpage](#), a redesigned ICA-AP website, digital campaigns, media engagement, the global video "A Day in the Life with Coops", and increased social media outreach helped amplify cooperative stories from across the region.

These efforts strengthened public awareness of the cooperative model and reinforced ICA-AP's role as a regional platform for advocacy, knowledge sharing, and international cooperation.



Cooperatives Europe

2025 was a landmark period for the European cooperative movement. The International Year of Cooperatives provided a global stage to demonstrate how our model builds a better world. At the European level, we held several events to unite and organise ourselves. Key moments included our event with the European Commission titled “Cooperatives as drivers of change”, our Cooperative Leadership Forum, which united cooperative leaders from across Europe, and our cross-sectoral event with Housing Europe, REScoop.eu, Social Economy Europe, and the European Parliament’s social economy

category. During our General Assembly in Antalya, our members elected a new Board and Giuseppe Guerini as President for a mandate of four years.

Policy and Advocacy

Cooperatives Europe positions cooperatives within economic and business discussions by working on salient files such as the Start-up and Scale-up Strategy, taxation, public procurement, and the next Multiannual Financial Framework. We engaged with institutional stakeholders to ensure the voice of 250,000

cooperatives was heard. We also integrated the social economy into digital and circular transition policies and worked to secure supportive regulatory environments that protect member-owned enterprises and foster fair work. This year, among others, we held strategic meetings with Executive Vice-President of the EU Commission Séjourné’s cabinet, Jakub Boratynski (Director within GROW), and MEP Cecilia Strada.

Youth, Gender and Diversity

The movement advanced inclusive leadership and youth engagement throughout the year. The Young European Cooperatives’ Network held its first official General Assembly in Porto to set new governance rules and work toward a youth seat on the Cooperatives Europe Board. Parallel to this, our gender and diversity work took a collaborative leap forward with the launch of a new focus group series on gender-inclusive leadership, organised alongside WeEffect.

International and Cooperative Development

In 2025, we took part in high-profile forums and civil society meetings for Armenia, Georgia, Moldova, and



Ukraine. Official joint declarations from these engagements included direct references to cooperatives, strengthening the relevance of cooperativism in the accession discussions. Under the #coops4dev partnership, we held dozens of events and webinars, engaging over 26 partners from numerous countries in our European Neighbourhood. We took active roles in high-profile international convenings, among which the FAO World Food Forum and the Global EU PFD Forum. The Cooperatives Europe Development Platform support our activities in several fields, such as setting strategic priorities for twin transitions and research initiatives such as the Legal

Framework Analysis. Globally, we helped share the cooperative story through the IYC25 video “A Day in the Life with Cooperators”, and by co-authoring policy briefs on the Sustainable Development Goals.

Communications and Digital Outreach

To celebrate the International Year of Cooperatives, we rolled out the #CoopsVsCorps campaign to highlight the distinct strengths of the cooperative model compared to corporate alternatives in a simple, accessible way. The International Year was an opportunity for us to highlight activities done at the national level, reaching over 300,000 people on social media. In response to the evolving demands of the digital age, we focused heavily on infrastructure. We improved our digital capabilities by addressing issues with our newsletter, bringing together our project websites, and establishing a more secure test site environment for our website.

Projects and Partnerships

We collaborated on European projects to build knowledge, share expertise, and map the direct contributions of our enterprises to sustainable

development. We forged new partnerships, including closer ties with Social Economy Europe and the Lifelong Learning Platform.

We used the DigiSE5.0 project to test real-world digital solutions and empower the next generation of cooperative leaders by improving education on digital skills. Furthermore, we expanded our project footprint by leading dissemination for the DigiSE5.0 Erasmus+ project and submitting new funding proposals under Horizon Europe, such as SAFEWORK, to promote safe and inclusive workplaces.

Meetings and promotion

In 2025, Cooperatives Europe represented the European cooperative movement at dozens of events across Europe; we attended, for example, the Global Innovation Coop Summit (GICS) in Portugal or the OECD Global Forum. We also met with several delegations, such as the Board of Coop FR.

Building on these milestones, we look forward to working with you in 2026 and to welcoming you at our 20th anniversary celebrations in October this year.



Activities of ICA sectors

International Cooperative Agricultural Organisation (ICAO)

In 2025, the ICAO carried out a series of meaningful activities aimed at strengthening international cooperation among agricultural cooperatives, including conferences and events, training and collaboration, and three projects.

Major Events & Conferences

1st EXCOM Meeting & Seminar (Ankara, 25–26 Mar): The EXCOM Meeting and UN IYC Commemorative Seminar co-hosted with the FAO took place on March 25 in Ankara, Türkiye, with 11 EXCOM Members and 7 organizations participating.

2nd EXCOM & General Meeting (Manchester, 30 Jun): The 2nd EXCOM and General Meeting took place on 30

June in Manchester, U.K, where work plan and budget for 2024 and 2025 was reported and approved, along with ICAO Global Leadership Capacity Building Participant's presentation on her experience.

ICAO Seoul Declaration

Seoul General Meeting & Declaration Ceremony (South Korea, NACF HQ, 20 Oct): 44 members from 26 organisations gathered to

commemorate the UN International Year of Cooperatives. The culmination of months of preparatory dialogue, the meeting unanimously adopted the seven-point Seoul Declaration and strengthened solidarity across the global cooperative community, with delegates from Africa, the Americas, Asia-Pacific, and Europe.

At the Seoul General Meeting, unanimously adopted the seven-point Seoul Declaration, framed by the “Farmer’s Will Heaven’s Will” movement — covering climate response, farmers’ livelihoods, future agri-tech, youth and women’s participation, and global cooperative solidarity.





Membership Growth & Retention

Membership rose to 42 organisations / 35 countries, including one new member.

Capacity-Building & Training

ICAO Global Leadership Capacity Building Project: 3-month secondment project to the NACF headquarters in Seoul, South Korea for employees of ICAO member organisations; secondees visit NACF's agrobusiness facilities, regional branches, and other educational facilities, while seeking cooperative opportunities between their original organisations and NACF.

Membership Training Program (21-23 Oct): After the General Meeting and Seoul Declaration, the Membership Training Program was held from 21-24

October. Members visited a flagship supermarket, distribution centre, and other financial branches of Korea NACF.

Agricultural Cooperative University Scholarship program: Scholarship recipient for the Agricultural Cooperative University Scholarship program is Issifu Mubarack from Ghana, who was nominated by Ghana Cooperative Council (GCC), selected in December 2022, and plans to graduate in February 2027.

Partnerships & Collaborations

2 MOUs signed in Türkiye (24 Mar): NACF-ACC (agricultural trade & market development); NACF-OR-KOOP (forestry & environmental cooperation).

Three regional projects were implemented in 2024 with a total budget of €30,000, allocating 10,000 per region

Region	Organization(s)	Project Name
Africa	NWCA (Cameroon)	Integrating Climate Smart Agriculture Among Cooperatives (ICSAC)
Americas	OCB (Brazil)	Installation of Pilot Farm facility for Black Soldier Fly (BSF) Farming: Sustainable Solutions for Solid waste Management, Organic Fertilizer/soil conditioner and Alternative animal feed

The International Cooperative Banking Association (ICBA)

The year 2025 served as a defining milestone for the ICBA. Global operations were strategically anchored around the United Nations declared International Year of Cooperatives (IYC 2025). ICBA utilized this historic platform to champion the cooperative banking model as an indispensable engine for inclusive, people centred, and sustainable economic development. By balancing commercial resilience with ethical governance, ICBA successfully unified the collective voice of cooperative financial networks across the globe.

Initiatives, Events, Outcomes

Major Events and Conferences

Organised & Attended : 07 Events

Global IYC 2025 Representation:

ICBA maintained a high-visibility presence across Asia, Africa, Americas and Europe, actively participating in, and presenting at, a diverse array of global policy forums, strategy workshops, and commemorative events dedicated to the IYC 2025

National Seminars & Multi-

Stakeholder Consultations: Convened a series of targeted national seminars and multi-stakeholder consultations. These forums served as platforms to address pressing operational challenges, share risk-management best practices, and reinforce cooperative identity in banking.

Policy and Advocacy Efforts

Contribution to the ICA 2030

Strategy: Actively engaged with the

International Cooperative Alliance (ICA) and regional cooperative bodies to embed financial cooperation deeply into the ICA 2030 Strategy and the UN Sustainable Development Goals (SDGs).

Enabling Legislative Frameworks:

Successfully lobbied national governments to utilise the momentum of IYC 2025 to introduce supportive banking legislations, regulatory reliefs, and reforms aimed at preserving the unique democratic character of cooperative credit.

Equitable Development Advocacy:

Promoted ethical governance, solidarity, and democratic participation at high-level economic forums, distinguishing cooperative banking from shareholder-driven financial institutions.

Shri Bhima Subrahmanyam, Managing Director & President, ICBA during ICA Meeting in Punta Cana which was graced by HE President of Dominican Republic on 02-04-2025

ICA 2030 Strategy Workshop on 11-12 February 2025 as part of IYC 2025 in Brussels, Belgium





Capacity-Building and Training Initiatives: 05 Events

Mr. Bhima Subrahmanyam, President, ICBA, & Managing Director, NAFSCOB with Mr. Attilio Dadda, President of Legacoop Lombardia and member of the ICA Board, Mr. Ariel Guarco, President, ICA, Dr. Peter Stefano, President, ICA Europe, Ms. Alexandra Wilson, Board Members, ICA and others during IYC 2025 celebration at Legacoop, Lombarida, Milan, Italy during 5-7, May 2025.

Institutional Governance & Professionalism:

In close coordination with the National Federation of State Cooperative Banks (NAFSCOB) and its extensive network of member institutions, ICBA designed and rolled out comprehensive orientation programmes aimed at enhancing board-level governance and operational professionalism.

Resilience at the Grassroots: Directed capacity-building initiatives toward strengthening the structural, digital,

and financial resilience of Rural Cooperative Banks (RCBs) and Primary Agricultural Credit Societies (PACS), ensuring they remain robust enough to serve remote communities.

Membership Growth and Retention Activities: 53 members from 36 countries

Network Expansion and Inclusivity:

Capitalised on the momentum of IYC 2025 to expand the global footprint of the cooperative banking network. Special focus was placed on integrating underrepresented regions into the global cooperative banking framework, thereby strengthening cross-border financial solidarity.

Grassroots Retention Through

Modernisation: Prioritised retention strategies by enhancing the value proposition for existing institutional

members. This was achieved by providing members with technical guidance on modernisation, computerisation, and governance reforms, ensuring that grassroots societies remain deeply connected to the apex banking structure.

Youth and Women Mobilisation:

Launched targeted outreach initiatives aimed at attracting the next generation of cooperators. By actively advocating for youth and women's leadership within banking governance, ICBA fostered a more inclusive membership base, ensuring long-term institutional continuity and relevance.

Strengthening Member Engagement:

Enhanced institutional bonding by facilitating regular cross-regional dialogues, knowledge-sharing platforms, and cooperative-to-cooperative partnerships, which reinforced the collective utility and retention of member networks globally.



Mr. Bhima Subrahmanyam, President, ICBA, & Managing Director, NAFSCOB with spouse of late Mr. Ivano Barberini, Former President, ICA during the inauguration of the street named after him at Parco della Bergamella, Via Fratelli di Dio, Sesto San Giovanni (MI)-4,20099 on 6th May 202

Partnerships and Strategic Collaborations: 11 Partners

Inter-Cooperative & Cross-Regional

Alliances: Solidified cross-border alliances among cooperative banking institutions globally to facilitate the exchange of technical expertise and mutual liquidity-strengthening strategies.

Academic & Knowledge

Collaborations: Built robust collaborative bridges with dedicated cooperative universities and international development partners, fostering specialised research into cooperative microfinance and technical compliance. Strategic Roadmap: 2026-2030 and Beyond

Digital & Technological

Transformation: Accelerating the computerisation and technological modernisation of grassroots credit structures to bridge the digital divide.

Inclusive Leadership & Climate

Action: Actively promoting youth and women's leadership in banking governance, alongside integrating climate resilience and ESG metrics into cooperative lending.

The “Decade of Cooperatives

(2025-2035)”: Advancing preparatory frameworks to secure long-term strategic visibility and policy commitments for the global cooperative movement over the next ten years.

Carrying forward the profound legacy of IYC 2025, ICBA has structured its post-2025 action plan around long-term institutional stability and clear visibility, focusing on:

Scaling Cooperative Financial

Institutions (CFIs): Deepening policy reforms to allow CFIs greater operational flexibility while maintaining strict prudential standards.

(Right) Mr. Bhima Subrahmanyam, President, ICBA & Managing Director/CEO, NAFSCOB welcoming and felicitating Ms. Kazimierz Kleina, Mr. Joanna Sekula and Mr. Waldemar Witnowski, the senators of Poland during Culmination Ceremony of IYC2025 on 11-12-2025 at Warsaw, Poland.



(Far left) Bhima Subrahmanyam, Managing Director/CEO, NAFSCOB & President, ICBA participated in IYC2025 organised in commemoration of United Nations Day within the framework of the IYC 2025 organised by ICA, ICBA & ICA-EU on 24-10-2025 at International Court of Justice (ICJ), The Hague, The Netherlands.

(Left) Culmination Ceremony of IYC2025 organised by ICBA on 11-12-2025 at Warsaw, Poland

International Cooperative and Mutual Insurance Federation (ICMIF)

Throughout 2025, the International Cooperative and Mutual Insurance Federation (ICMIF) continued to strengthen its role as the global network for cooperative and mutual insurers by focusing on what members value most: **trusted relationships; practical, peer-to-peer knowledge sharing and collaboration to address common strategic challenges.**

Creating greater member value through global collaboration

In 2025, ICMIF remained focused on helping members build stronger, more resilient organisations by harnessing the collective strength of our global member network.

Listening to members has been

central to this approach. Through ongoing dialogue with CEOs and senior leaders, ICMIF has continued to shape its activities around members' evolving priorities, ensuring that its events, research, networking opportunities (virtual and in-person) and leadership programmes deliver practical strategic value.

In an increasingly complex and uncertain operating environment, members consistently tell us that one of the greatest benefits of ICMIF is access to insights, experience and trusted conversations that they cannot find elsewhere. By bringing together leaders from around the world, ICMIF enables members to learn from organisations facing similar challenges, while gaining fresh perspectives from different markets and business models.

During 2025, ICMIF facilitated more than 100 direct member-to-member connections, helping organisations share practical experience on issues including artificial intelligence, digital transformation, sustainability, regulation, leadership and organisational strategy. Nineteen new organisations also joined the Federation during the year, expanding the network to 220 member organisations worldwide and further strengthening the diversity of expertise available across the membership.

Creating opportunities for collaboration remained central to ICMIF's work. More than 600 delegates attended in-person conferences and events during the year, while over 540 participants joined virtual forums, webinars and roundtables. Across the programme, almost seven in ten member organisations participated in at least one networking opportunity, demonstrating the continued demand for opportunities to connect, collaborate and learn from peers.

Leadership development also





remained a strategic priority. During 2025, ICMIF launched its new Virtual Young Leaders Programme, bringing together 75 emerging leaders from member organisations around the world. The Federation also celebrated a significant milestone for its Advanced Management Course, which has now supported more than 500 future leaders since its launch.

ICMIF also continued to expand the resources available through its Knowledge Hub, adding more than 100 new member case studies, insights and practical examples during the year. With over 2,400 resources now available, the Knowledge Hub enables members to access real-world experience from across the global network and apply proven ideas to their own organisations.

The ICMIF Foundation celebrated its tenth anniversary in 2025, marking a decade of extending insurance protection to underserved communities through the support of ICMIF members. Together, Foundation programmes have now delivered 3.7 million insurance policies, protecting the lives and livelihoods of more than 18.5 million people.

2026 progress update

Building on this momentum, ICMIF has continued to strengthen its member-led approach throughout 2026. Under Chief Executive Liz Green's leadership, the Federation is placing even greater emphasis on listening to members, understanding the strategic priorities of CEOs and ensuring that every interaction with ICMIF delivers meaningful value.

In response to member feedback, ICMIF has sharpened its focus on helping members address their most pressing strategic challenges by connecting the right people, curating the right insights and facilitating the conversations that lead to practical action. This includes an increased emphasis on strategic peer-to-peer engagement, sharing practical examples of innovation and business

transformation, and creating more opportunities for leaders to learn from one another through trusted global connections.

One of ICMIF's greatest assets is the diversity of perspectives within our trusted global network. Leaders from different markets, size/scale of organisation and stages of development can share what is working, discuss common challenges and learn from experiences that may not yet have emerged in their own market.

As ICMIF prepares for its 2026 Biennial Conference in Toronto in November, the Federation remains focused on helping members navigate the challenges of geopolitical uncertainty, economic pressures, technological change and the challenge of navigating rapid change while remaining focused on long-term purpose, growth and member value. We do this by bringing together the collective expertise, experience and purpose of the global mutual and cooperative insurance sector. Through this shared commitment to collaboration, ICMIF continues to demonstrate the unique value that only a truly global federation can provide.

Consumer Co-operatives Worldwide (CCW)

During 2025 – International Year of Cooperatives, CCW focused on the visibility of consumer cooperatives, strengthening business cooperation and the exchange of good practices.

Coop Academy

The first European international cooperative education and training meeting was held in Sofia, Bulgaria, on 25 February. It gathered representatives of CCU-Bulgaria, Pellervo Finland, Mondragon University, St. Mary's University,

EURICSE and CCW who explored the potential of establishing an international Coop Leadership Academy. CCW members across Americas, Europe and Asia-Pacific offer such programs and courses, rendering the potential for collaboration significant.



Business Cooperation

A Cooperative Tourism Round Table was co-organised by CCW and Euro Coop – European Association of Consumer Cooperatives, hosted by CCU-Bulgaria in Sofia. It explored opportunities for partnerships in cooperative tourism and travel services. The discussions highlighted the potential for joint initiatives and closer business collaboration among cooperatives.

Leadership Dialogue

At the initiative of Prof. Stefanov (President of CCW, Cooperatives Europe and CCU-Bulgaria), the European Leadership Forum “The Co-operative Model 2030: Challenges and Solutions” was held for the first time in 12 years. It brought together 65 national cooperative leaders in Brussels, from across Europe, including CCW’s European members, and provided an opportunity to discuss sustainability, digital transformation, governance and cooperative education and training programs.



International Year of Cooperatives Dedicated Events

Prof. Stefanov participated in an international cooperative conference organised by Legacoop Lombardia in Milan, gathering cooperative leaders across all ICA Regions and providing a platform for exchanging experiences.

Within the agenda, there was a joint meeting of the management boards of Legacoop Lombardia and CCU -Bulgaria. The two organisations signed a Memorandum of Understanding, committing to joint initiatives of cooperative business and training programs.

Coop Advocacy

The UN Food and Agriculture Organization (FAO) organised a regional conference in Santiago, Chile, where the Argentine Federation of Consumer Cooperatives (FACC) participated in the panel “International Business Opportunities for Cooperatives” and presented its Coop Purchasing Centre as a model of commercial integration, demonstrating how consumer cooperatives strengthen supply chains, improve logistics efficiency and promote Coop2Coop collaboration.



CM50 Leadership Circle Participation

CCW members actively participated in all meetings of the Cooperatives and Mutuals Leadership Circle (CM50), and they contributed to the formulation of the Contract for a New Global Economy and its six commitments. Prof. Stefanov is co-chair of Commitment 2 – Access to Capital.

Business Leadership Events

Coop business relations constitute a leading priority for CCW members. The European Cooperative CEOs Meeting was jointly organised by CCW and Euro Coop in Prague, bringing together business leaders from 17 organisations. The meeting focused on business collaboration,

retail priorities, digitalisation and market development.

The 12th Malaysia Business Office Council Meeting was held in Colombo, Sri Lanka, bringing together consumer cooperatives and other representatives from China, India, Japan, Malaysia and South Korea. Discussions focused on supply chains, smart agriculture, climate resilience and ASEAN trade.

Membership

Discussions were initiated with potential member organisations: Farm Credit Armenia, China Co-op, MoldCoop – Moldova, and General Coop Alliance, Serbia. Their membership was ratified during the 2026 CCW General Assembly.

Cooperative Housing International (CHI)

Research, Publications and Policy Development

- Completed the International Legal Research and Analysis Initiative (ILRAI), a joint project with the International Cooperative Alliance (ICA), resulting in The Law on Cooperative Housing, a comparative analysis of cooperative housing legislation in 20 countries. The initiative brought together over 20 experts and culminated in a launch event at the Peace Palace in The Hague in October 2025.

- Finalised the analytical framework, coordinated expert contributions, and developed a flagship knowledge resource intended to support future policy dialogue, advocacy, comparative research and technical assistance on cooperative housing.

- Contributed a feature article, Cooperative Housing – Bridging the Urban Divide, to ICA Asia-Pacific's Coop Dialogue publication, highlighting cooperative housing legislation, governance, financing and sustainability models.

- Responded to requests and exchanges related to cooperative



housing legislation, governance and policy development from stakeholders in countries including Mexico, Iran, Nigeria and Burundi.

Major Events, Partnerships and International Outreach

- Continued engagement within the CoHabitat Network and maintained cooperation with the European Student Cooperative Housing Alliance (ESCHA), including preparations for activities at the International Social Housing Festival in Dublin and exchanges on student, collaborative and community-led housing models.

- Strengthened links with collaborative housing actors through exchanges with the European Alliance for Collaborative Housing and participation in discussions linked to the Affordable Housing Plan initiative led by HIC Europe, the Development Planning Unit (UCL) and GPR2C.

- Initiated discussions around the emerging “Roots & Shoots” initiative together with Housing Europe members, including Sostre Cívica, ABF Denmark, Cooperative Housing Ireland and CLT Brussels, focusing on resident participation, cooperative governance and community-led housing approaches.



- Co-organised, together with Cooperatives Europe, Housing Europe and Social Economy Europe, a European discussion on the contribution of housing cooperatives and the social economy to affordable and sustainable housing. The event attracted around 60 participants and featured contributions from organisations including Legacoop Abitanti and ESCHA.

- Contributed to the Nigerian Housing Conference through a presentation on cooperative housing and legal frameworks in African countries.

International Year of Cooperatives and Communications

- As part of the UN International Year of Cooperatives 2025, launched a global call for cooperative housing stories. Eight case studies from Spain, Poland, the Netherlands, the United Kingdom and Canada were collected and promoted through CHI's communication channels.

- Supported broader International Year activities, including the promotion of cooperative housing through Open House Oslo, where CHI member OBOS showcased its Living Lab project to the public.

- Continued development of the Housing Cooperatives Worldwide portal through updates to country profiles, member information, the interactive map and search functions, improving access to information on cooperative housing around the world.

- Implemented search engine optimisation improvements across nearly 100 pages of the CHI website to increase the visibility and accessibility of cooperative housing resources.

- Published regular member news, international examples and sector updates through CHI's website, newsletter and social media channels.

- Released new episodes of the Coop Conversations podcast featuring cooperative housing experiences from Italy, Switzerland, Austria and Canada. Cumulative downloads exceeded 4,500 by the end of the year.

- Maintained a combined audience of approximately 16,000 followers

and subscribers across social media channels and newsletter platforms. Website traffic reached approximately 44,000 page views and 14,000 users, while newsletter subscriptions increased from 531 to 563 during the second half of the year.

Organisational Development

- Successfully completed the transfer of the CHI Secretariat to Housing Europe, including the migration of operational systems, data, communications channels, website management and institutional documentation.

- Established a new hosting arrangement with Housing Europe, creating closer links with one of the world's largest housing networks representing public, cooperative and social housing providers across Europe, and strengthening opportunities for cooperation on research, communications, policy discussions and international outreach.

- Participated in ICA sectoral discussions related to the implementation of the ICA Strategy 2026-2030 and reflected the strategic orientations emerging from these discussions in CHI's 2026 Workplan.



International Organisation of Industrial and Service Cooperatives (CICOPA)

CICOPA General Assembly online

In June, members gathered online to discuss the direction of the organisation, ordinary business matters, and have enriching exchanges. For the occasion, CICOPA elected a new vice president for Europe.

New representative at the ICA Board and CICOPA Board

During the ICA's Board meeting in Brasilia on 11-12 November, CICOPA Vice-President and CICOPA Asia Pacific President, Osamu Nakano, was elected as a member of the Board of Directors of the ICA, as a representative of CICOPA. On 4 December, the CICOPA Board co-

opted Monica Fantini, newly elected President of CECOP for the term 2025 - 2029, as Vice President of CICOPA.

A portrait of the CICOPA network

The report marks CICOPA's return to a comprehensive analysis of its network, following the last data collection published in 2017. Based on quantitative and secondary data gathered between 2022 and 2023, this report provides an updated picture of the scale, composition and recent trends of industrial and service cooperatives affiliated with CICOPA's members.

ICA and CICOPA joint statement on Platform Work and on formalisation of work

On the occasion of the 113th International Labour Conference (ILC), whose focus was on decent work, ICA and CICOPA published a joint statement to call on governments and the ILO to support platform cooperatives as a key part of building a fairer and more just digital economy.

CICOPA at the Global Coalition for Social Justice Forum

In July, CICOPA together with the ICA and SEWA Federation (India) attended the Global Coalition for Social Justice's annual forum in Geneva, Switzerland to highlight the role of cooperatives in the human rights economy.

UNESCO MONDIACULT pre-event

In September, Diana Dovgan, CICOPA Secretary General, participated in the UNESCO MONDIACULT pre-event "Cooperatives in Culture for Diversity, Cultural Rights and Decent Work", hosted in Barcelona, Spain, to highlight the role cooperatives play in providing an equitable model for the sector, in education and cultural heritage.

International Symposium on Cooperatives and International Law

CICOPA Vice-President, Osamu Nakano, intervened at the ICA-organised International Symposium on Cooperatives and International Law: Peace, Social Justice and Sustainable Development, held at the historic Peace Palace in The Hague, home of the International Court of Justice, in October..



Second World Summit for Social Development (WSSD2)

In November, CICOPA President Iñigo Albizuri participated in two WSSD2 sessions in Doha, where he stressed the ways cooperative and social economy models can drive scalable local economic development, while ensuring decent work and advancing social inclusion.

CICOPA Asia-Pacific event on the growing role of care cooperatives in the care economy

During the CICOPA Asia-Pacific meeting that took place in Colombo (Sri Lanka) and online, CICOPA Secretary General, Diana Dovgan, spoke about the growing role of cooperatives in the care economy, a sector facing rising demand, worker shortages, and persistent inequality.

CICOPA President Iñigo Albizuri visit to UNISOL Brasil

For several years, UNISOL has been an active member of our network, but had to withdraw due to financial reasons. The meeting represented an important step in the international repositioning of UNISOL Brazil, especially in

discussing resuming its relations with the ICA and CICOPA.

Other activities

Throughout the year we celebrated the International Year of Cooperatives. During the International Day of Cooperatives, CICOPA President Inigo Albizuri called on the world to recognise and reinforce the cooperative model as a vital engine of inclusion, sustainability, and shared prosperity.

On the occasion of the UN International Day of Care, CICOPA highlighted the role of care cooperatives in providing community-based services, decent working conditions, and support to vulnerable categories.

Several cultural heritage sites in CICOPA's sector were featured in

the newly launched World Map of Cooperative Cultural Heritage Sites.

CICOPA supported the call of ten countries to urge the UN Statistics Division to add a chapter on the social and solidarity economy in the upcoming update of the SNA-2008 (System of National Accounts) and to create a Satellite Account Manual for it to better measure its contribution to employment and sustainable development.

CICOPA Staff attended a weekend gathering organised by our UK member, workers.coop, where cooperators come together, learn from each other and collaborate.

We promoted the publication of the new book on social and worker cooperatives, "Cooperativism at Work", written by previous CICOPA Secretary General, Bruno Roleants.



International Health Cooperative Organisation (IHCO)

The International Health Cooperative Organisation (IHCO) is a global network founded in 1996 to champion values-driven, community-based healthcare. Representing 22 organisations across four continents, this ICA sectoral body spans the full spectrum of health services—from primary care and hospital management to health insurance and pharmaceutical distribution. IHCO's mission is to elevate the cooperative business model on the world stage by aligning economic goals with people-centred social values.

Global advocacy and the International Year of Cooperatives

Throughout the 2025 International Year of Cooperatives, IHCO spearheaded global advocacy to position cooperative health within international decision-making spaces. At the UN High-Level Political Forum in New York, IHCO highlighted the sector's global scale, noting that

health cooperatives serve over 100 million people across 70 countries and are vital to achieving SDG 3 (Good Health and Well-being).

Key events marked this symbolic year, beginning with the launch of the regional agenda alongside Cooperativas de las Américas in Uruguay, followed by a healthcare innovation seminar with Legacoop in Milan. In May, IHCO participated

in the first ASETT Forum in San Sebastián, Spain, where the session «Cooperatives at the service of social medicine» showcased the sector's transformative potential in achieving universal health coverage and improving equity. The year culminated at the UN World Social Summit in Doha, where IHCO endorsed the CM50's Manifesto and Plan of Commitments, reinforcing health as a foundational driver of social development and community well-being.

Impact in Uganda

A major highlight of 2025 was IHCO's close collaboration with KAMACOS (Kampala Medical and Allied Health Workers Cooperative) in Uganda. In June, IHCO participated in a Stakeholders' Symposium in Kampala to share international best practices and advocate for integrating health cooperatives into national strategies.



IHCO representatives meeting with Dr Charles Oloro, Director General of Health Services at Uganda's Ministry of Health, to discuss integrating the cooperative model into national health strategies

Left: IHCO President Carlos Zarco participating in the panel session 'Cooperatives at the service of social medicine' during the first ASETT International Forum in San Sebastián, Spain.

Right: Carlos Zarco at the UN Second World Summit for Social Development in Doha, where he advocated for health cooperatives as a foundational driver of social development and community well-being.



During the visit, high-level meetings were held with Uganda's Minister of Cooperatives and the Director General of Health Services, both of whom welcomed the cooperative model as a crucial complement to the public health system. IHCO representatives also joined a KAMACOS community health camp in Kansanga, witnessing how the cooperative delivers free medical services and health literacy workshops to vulnerable, underserved populations.

Membership, communication and governance

IHCO significantly expanded its global footprint by welcoming two full members to its network. In April, the Kollam District Cooperative Hospital Society from Kerala, India, joined the organisation, bringing over 35 years of experience in affordable, high-quality hospital management and strengthening IHCO's presence in Asia. This was followed in October by the admission of Bidafarma, one of Spain's largest pharmaceutical wholesale cooperatives. Serving over 8,000 pharmacies with a 23%

market share, Bidafarma's integration underscores the role cooperative networks play in ensuring equitable, universal access to medicines.

Looking ahead, the General Assembly solidified IHCO's strategic path by electing its new Board of Directors, re-electing Dr Carlos Zarco as President, and ratifying the 2026 Work Plan. To support this vision, communication channels were modernised through the launch of the refreshed monthly newsletter, 'Connecting health cooperatives worldwide', giving the global cooperative health movement a more cohesive voice.

DotCooperation LLC (DotCoop)

DotCooperation LLC (DotCoop) plays a central role in promoting and enabling the cooperative movement through digital tools, services and identity assets. In 2026 we have been building our foundations and focusing on our partnerships to assist cooperatives in using the identity assets.

Our key focus areas this year are:

- Continuing the momentum of IYCS25 with events and partnerships.
- Developing and expanding the Cooperative World Map to visualize global cooperative presence.
- Developing our network of .coop reseller partners around the world, streamlining the process for cooperatives to use the assets, particularly in the global South.
- Collaborating with our affiliate partners across web and in-person events and launching a new member-value program to boost the value of federations' member-offers.

The Affiliate Program

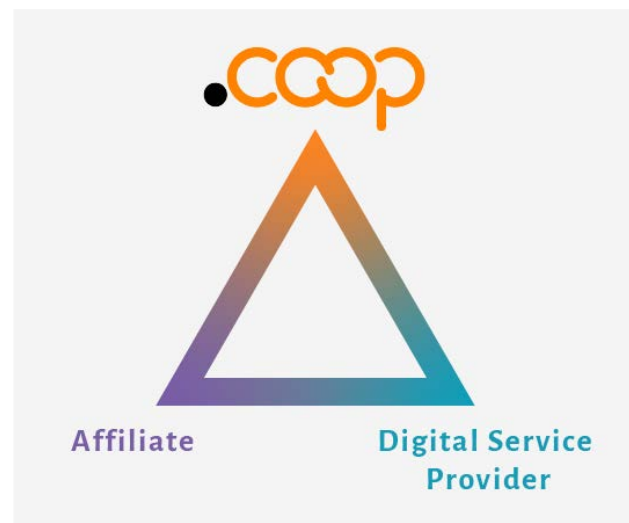
Partnership-building is how DotCoop fosters principle 6 and is at the heart of everything we do.

This year we have launched new and renewed partnerships with ICA member national apexes such as the Japan

Cooperative Alliance, CoopFR and Asociación colombiana de cooperativas (ascoop) to help members use the identity assets, digital services and member mapping.

We have launched a new member-benefit program, whereby DotCoop adds its value to the federation's member value proposition to jointly support cooperatives in making a digital transformation, gathering data on co-ops, providing regional pricing and producing membership maps.

After a successful test with a US based food cooperative federation, (Neighboring Food Co-op Association (NFCA) we are now actively recruiting new affiliates to join our program and add our value to their member benefits. To book a meeting with Tom to discuss your organisation benefiting from this – please email tom@identity.coop



Cooperative Identity

DotCoop was proud and energised to be part of an immensely successful International Identity Symposium held in May 2026. The stories of cooperative identity success around the world, plus plans for the next twelve months were incredible to hear. You can read the ICA snapshot summary, along with all the links to access the content here

The Cooperative World Map

The Cooperative World Map (CWM) is an interactive, up-to-date digital map that aims to unite and showcase all cooperative entities worldwide. Recently, we added some visual changes to worldmap.coop, highlighting which cooperatives on the map have been through a verification process with DotCoop to ensure that they are real, authentic cooperative businesses.

Why is this important? It comes hand in hand with a new channel we have opened for independent organisations to join the map! (more on that below...)

Verified cooperatives have a new orange tick marking their profile, plus each verified cooperative has a badge in their profile which shows they have been through this process with DotCoop. (Read more about how verification works here).



Add your cooperative

We're inviting independent cooperatives from around the world to complete a short survey and add themselves to the Cooperative World Map.

Looking ahead.

For the second half of 2026, we look forward to attending the General Assembly in Panama, and we will soon be contacting all ICA members to invite them to meet us and join our programmes for this year.



Add your cooperative here



Financial Performance & Fundraising

Sustaining Growth and Resilience

Financially, 2025 was a year of **resilience and growth**. Despite **investments totaling -€450K** (CM50, Cultural Heritage, CoopCloud, Manchester Week), the ICA **balanced its budget** with **€300K+ in sponsorships** (+9%), a **22% increase in grants** (+€292K) and a **5% increase in membership revenue** (+€104K). The **net result was +€370K**, demonstrating **strong financial health** and **sustainable growth**.

2025 Financial statements

Year-end results in EUR	2025
Africa	186,372
Americas	-26,775
Asia & Pacific	111,708
Global Office	98,589
ICA Consolidated	369,894
Cooperatives Europe	-5,495
50% DotCoop LLC	-44,829

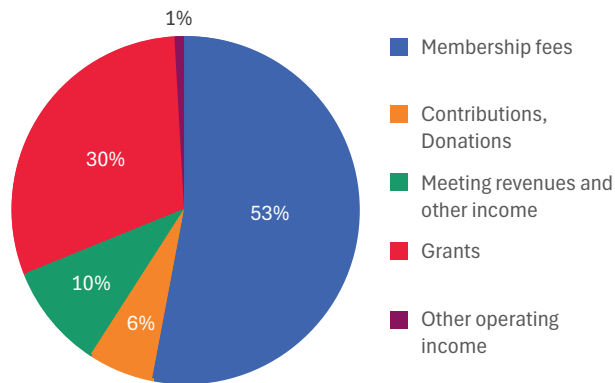
Sectoral redistribution

EUR	2025
CCW	€55,653
CHI	€50,283
CICOPA	€44,427
ICAO	€62,160
ICBA	€71,316
ICFO	€17,138
IHCO	€29,447
Total	€330,425

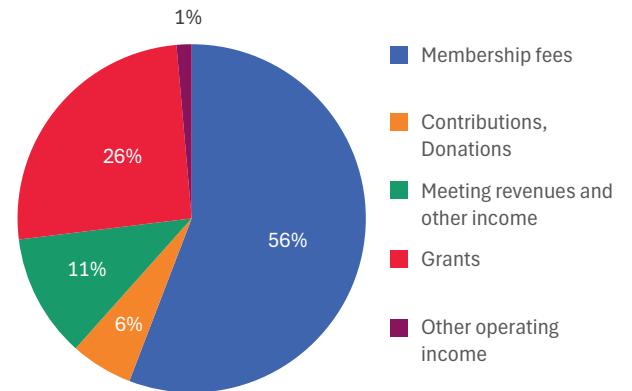
Profit & Loss Statement in EUR	2025	2024
Membership fees	2,865,416	2,938,057
Contributions, Donations	330,707	304,051
Meeting revenues and other income	528,344	603,141
Grants	1,636,256	1,344,424
Other operating income	48,309	73,362
Total income	5,409,032	5,263,035
Redistribution Regions and Sectors	831,950	790,630
External services	1,772,858	1,649,990
Staff costs	2,144,476	2,229,202
Depreciation on tangible fixed assets	18,822	12,016
Amounts written off membership fees	-44,211	174,485
Other operating charges	222,182	127,062
Total expenses	4,946,077	4,983,385
Operating result	462,955	279,650
Net result	369,894	249,658

Financial Performance & Fundraising

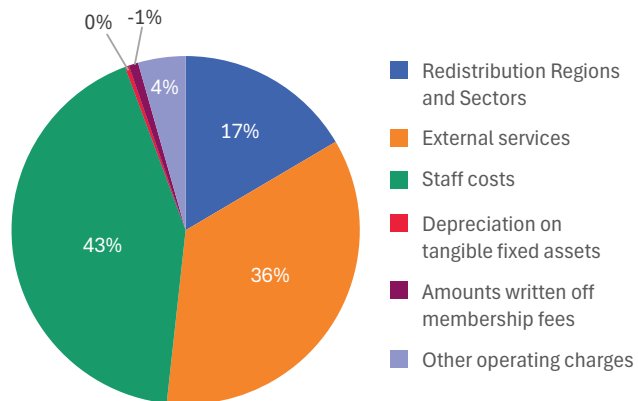
Income 2025



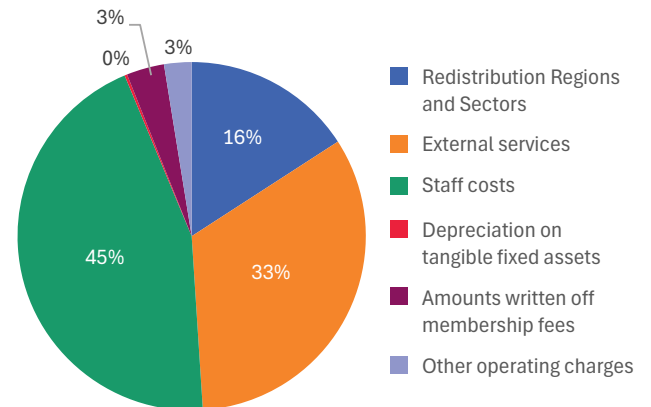
Income 2024



Expenses 2025



Expenses 2024



The ICA Board of Directors

The current Board was elected during the ICA General Assembly held on 20 June 2022 in Seville, Spain, for the 2022-2026 period.

The Board met four times in 2025

Punta Cana (Dominican Republic), 2 April 2025

Online meeting, 20 May 2025

Manchester (UK), 2 July 2025

Brasilia (Brazil), 12 November 2025

Those serving during 2025 were:

President

Ariel Enrique Guarco

Members at-large

Márcio Lopes De Freitas (Brazil)
Krasimir Ignatov (Bulgaria)
Alexandra Wilson (Canada)
Zhenhong Cai (China)
María Eugenia Pérez Zea (Colombia)
Aditya Yadav (India)
Bahman Abdollahi (Iran)
Attilio Dadda (Italy)
Toru Nakaya (Japan)
Dato' Kamarudin Ismail (Malaysia)
Simona Cavazzutti (Paraguay)
Iñigo Albizuri Landazabal (Spain)
Rose Marley (United Kingdom)
Doug O'Brien (United States)

Vice-presidents

High Chief Oriyomi Ayeola
Dr. José Alves de Souza Neto
Dr. Chandrapal Singh Yadav
Giuseppe Guerini

Sectoral organisation representatives

Dr. Carlos Zarco (IHCO)
Blase Lambert (CHI)
Noh Dong-Jin (ICFO)
Shaun Tarbuck (ICMIF)
Osamu Nakano (CICOPA)
Bhima Subrahmanyam (ICBA)
Ho-dong Kang (ICAO)
Dr. Petar Stefanov (CCW)

Youth representative

Ana Aguirre
Harsh Sanghani

Chair of the gender equality committee

Xiomara Nuñez de Céspedes





Members

REGION	COUNTRY	ORGANIZATION
AFRICA	BOTSWANA	Botswana Co-operative Association (BOCA) ●
	CAMEROON	Alliance Coopératives Cameroun (COOP-CAMEROON) ●
	CAMEROON	North West Cooperative Association Ltd (NWCA LTD) ●
	CAMEROON	Union des Mutuelles Financieres de Developpement (MUFID UNION) ●
	CONGO, Democratic Republic of	Coopérative Centrale d'épargne et de crédit du Kivu (COOCEC-KIVU) ●
	CONGO, Democratic Republic of	Cooperative d'épargne et de Credit de Nyawera (COOPEC NYAWERA) ●
	COTE D'IVOIRE	Fédération des sociétés coopératives d'Hévéa de Côte d'Ivoire (FENASCOOPH-CI) ●
	COTE D'IVOIRE	Fédération des Unions des Sociétés Coopératives des Producteurs de la Filière Coton de Côte d'Ivoire (FPC-CI Coop CA) ●
	COTE D'IVOIRE	Fédération Nationale des Unions Régionales des Sociétés Coopératives des Producteurs de la Filière Anacarde ●
	EGYPT (Arab Rep. of)	Central Housing Cooperative Union (CHCU) ●
	EGYPT (Arab Rep. of)	The General Authority for Construction and Housing Cooperatives (CHC) ■ ▲
	ESWATINI	Eswatini Farmers Cooperative Union (ESWAFCU) ●
	ESWATINI	National Cooperatives Federation of Eswatini (NCFE) ●
	ETHIOPIA	Amigos Savings & Credit Cooperative (Amigos SACCO) ●
	ETHIOPIA	Awach Savings and Credit Cooperative (ASCCo) ●
	ETHIOPIA	Cooperative Bank of Oromia ●
	ETHIOPIA	Fana Youth Savings and Credit Primary Cooperative Society with limited Liability (FY SACCO) ●
	ETHIOPIA	Oromia Coffee Farmers Co-operative Union (OCFCU) Ltd. ●
	GHANA	Cooperation Africa ■
	GHANA	Ghana Cooperative Agricultural Producers and Marketing Association (AGRIC COOP GHANA) ●
	GHANA	Ghana Co-operative Council (GCC) ●
	GUINEA	Fédération des coopératives d'approvisionnement et de l'alimentation générale (FECAAG) ●
	KENYA	CIC Insurance Group Ltd. ●
	KENYA	Co-operative Bank of Kenya Ltd (CBK) ●
	KENYA	Kenya Co-operative Coffee Exporters Ltd (KCCE) ●
	KENYA	Kenya Union of Savings and Credit Co-operatives Ltd. (KUSCCO) ●
	KENYA	The Co-operative Alliance of Kenya (CAK) ●
	KENYA	The Co-operative University of Kenya (CUK) ■
	LIBERIA	Cooperative Development Agency (CDA) ■ ▲
	MAURITIUS	Mauritius Co-operative Alliance Ltd. (MCAL) ●

REGION	COUNTRY	ORGANIZATION
AFRICA	MOROCCO	Office du Développement de la Coopération (ODCo) ■ ▲
	MOZAMBIQUE	Associação Moçambicana de Promoção do Cooperativismo MODermo (AMPCM) ●
	NAMIBIA	Namibia Co-operatives Advisory Board (NCAB) ■
	NIGERIA	Co-operative Federation of Nigeria (CFN) ●
	NIGERIA	Federal Department of Co-operatives, Federal Ministry of Agriculture and Rural Development (FDC) ■ ▲
	NIGERIA	Nigerian National Petroleum Corporation Cooperative Multipurpose Society LTD (NNPC-CMS Lagos) ●
	NIGERIA	Odua Cooperative Conglomerate Ltd (OCC) ●
	RWANDA	National Cooperatives Confederation of Rwanda (NCCR) ●
	SOMALIA	Somali Union Co-operative Movement (UDHIS) ●
	SOUTH AFRICA	National Co-operative Association of South Africa (NCASA) ●
	SOUTH AFRICA	South African National Apex Co-operative (SANACO) ●
	TANZANIA	Moshi Co-operative University (MoCU) ■
	TANZANIA	Tanzania Federation of Co-operatives Ltd (TFC) ●
	UGANDA	Uganda Co-operative Alliance Ltd. (UCA) ●
AMERICA	UGANDA	Uganda Health Partners Cooperative Limited (UPHC) ●
	ZIMBABWE	Zimbabwe National Association of Housing Co-operatives (ZINAHCO) ●
	ARGENTINA	Agricultores Federados Argentinos Sociedad Cooperativa Limitada (AFA S.C.L.) ●
	ARGENTINA	Asociación de Cooperativas Argentinas Limitada (ACA C.L.) ●
	ARGENTINA	Banco Credicoop Cooperativo Ltd. (BCCL) ●
	ARGENTINA	Confederación Cooperativa de la República Argentina Ltda. (COOPERAR) ●
	ARGENTINA	Cooperativa de Trabajos Portuarios Limitada de San Martin (Coop Portuaria) ●
	ARGENTINA	Federación Argentina de Cooperativas de Consumo (FACC) ●
	ARGENTINA	Instituto Movilizador de Fondos Cooperativos, Cooperativa Ltda. (IMFC) ●
	ARGENTINA	La Segunda Cooperativa Limitada Seguros Generales ●
	ARGENTINA	Sancor Cooperativa de Seguros Ltda ●
	BARBADOS	Barbados Co-operative Business Association (BCBAL) ●
	BOLIVIA	Cooperativa de Telecomunicaciones Santa Cruz (COTAS Ltda.) ●
	BOLIVIA	Cooperativa Rural De Electrificación R.L. (CRE R.L.) ●
	BRAZIL	Central Nacional das Cooperativas Ontontológicas (Uniodonto do Brasil) ●
	BRAZIL	Central Nacional Unimed - Cooperativa Central (CNU) ●
	BRAZIL	Cooperativa de Crédito de Livre Admissão de Associados Pioneira da Serra Gaúcha - Sicredi Pioneira RS ●
	BRAZIL	Organização das Cooperativas Brasileiras (OCB) ●





REGION	COUNTRY	ORGANIZATION	REGION	COUNTRY	ORGANIZATION
AMERICA	BRAZIL	Unimed do Brasil, Confederação Nacional das Cooperativas Médicas (UNIMED) ●	AMERICA	HAITI	Union Cooperative de Credit Agricole et Rural d'Haiti (UNICAGRIH) ●
	BRAZIL	Unimed Seguros Saúde S.A. ●		HONDURAS	Cooperativa de Ahorro y Crédito CACEENP Limitada ●
	CANADA	Co-operatives and Mutuels Canada / Coopératives et mutuelles Canada (CMC) ●		HONDURAS	Cooperativa de Ahorro y Crédito Educadores de Honduras Limitada (COACEHL Ltda.) ●
	CHILE	Cooperativa abierta de vivienda Limitada (CONAVICOOP) ●		HONDURAS	Cooperativa de Ahorro y Credito ELGA, Ltda. ●
	CHILE	Cooperativa de Servicios Sermecoop Ltda. ●		HONDURAS	Cooperativa de Ahorro y Crédito 'Sagrada Familia' Ltda. ●
	CHILE	COOPEUCH Ltda. Cooperativa de Ahorro y Crédito ●		HONDURAS	Federación de Cooperativas de Ahorro y Crédito de Honduras, Ltda. (FACACH) ●
	COLOMBIA	Asociación Colombiana de Cooperativas (ASCOOP) ●		JAMAICA	Jamaica Co-operative Credit Union League (JCCUL) ●
	COLOMBIA	Asociación Nacional de Fondos de Empleados (ANALFE) ●		JAMAICA	TIP Friendly Society ●
	COLOMBIA	Caja Cooperativa CREDICOOP (CREDICOOP) ●		MEXICO (Rep. of)	Caja Popular Mexicana SC de AP de RL CV (CPM) ●
	COLOMBIA	Casa Nacional del Profesor (CANAPRO) ●		MEXICO (Rep. of)	Federación de Cajas Populares Alianza SC de RL de CV ●
	COLOMBIA	Confederación de Cooperativas de Colombia (CONFECOOP) ●		MEXICO (Rep. of)	FENORESTE S.C.L. de C.V. ●
	COLOMBIA	Cooperativa del Magisterio (CODEMA) ●		MEXICO (Rep. of)	Sociedad Cooperativa de Producción y Prestación de Servicios Cuauhtémoc, SCL ●
	COLOMBIA	Cooperativa Empresarial Multiactiva Popular (COEMPOPULAR) ●		PANAMA	Cooperativa de Servicios Múltiples Profesionales, R.L. ●
	COLOMBIA	Cooperativa Médica del Valle y Profesionales de Colombia (COOMEVA) ●		PANAMA	Instituto Panameño Autónomo Cooperativo (IPACOOOP) ■
	COLOMBIA	Financiera Progressa ●		PARAGUAY	Confederación de Cooperativas Rurales del Paraguay Ltda. (CONCOPAR) ●
	COLOMBIA	La Equidad Seguros ●		PARAGUAY	Confederación Paraguaya De Cooperativas CONPACOOOP Ltda. ●
	COLOMBIA	Universidad Cooperativa de Colombia (UCC) ■		PARAGUAY	Cooperativa Multiactiva de Ahorro, Crédito, Consumo, Producción y Servicios "8 de Marzo Limitada" ●
	COSTA RICA	Centro de Estudio y Capacitación Cooperativa R.L. (CENECOOP R.L.) ●		PARAGUAY	Cooperativa Universitaria Ltda ●
	COSTA RICA	Consejo Nacional de Cooperativas (CONACOOOP) ●		PARAGUAY	Federación de Cooperativas de Ahorro y Crédito Ltda. (FECOAC) ●
	COSTA RICA	Cooperativa de Ahorro y Crédito Ande N° 1 R.L. (Coope Ande N°1 R.L.) ●		PARAGUAY	Federación de Cooperativas de Producción (FECOPROD) ●
	COSTA RICA	Cooperativa de Ahorro y Crédito de Servidores Judiciales R.L. (COOPEJUDICIAL R.L.) ●		PARAGUAY	Federación de Cooperativas del Paraguay (FECOPAR LTDA.) ●
	COSTA RICA	Instituto Nacional de Fomento Cooperativo (INFOCOOP) ■		PARAGUAY	Federación de Cooperativas Multiactivas del Paraguay (FECOMULP LTDA.) ●
	COSTA RICA	Sociedad de Seguros de Vida del Magisterio Nacional (SSVMN) ●		PERU	Cooperativa de Servicios Múltiples del Centro Ltda. (CENTROCOOP) ●
	CURACAO	Ministry of Economic Development (MEO) ■ ▲		PERU	Cooperativa de Servicios Multiples el Tumi (Cooperativa el Tumi) ●
	DOMINICAN REPUBLIC	Cooperativa de Servicios Múltiples de Profesionales de Enfermería, Inc. (COOPROENF) ●		PUERTO RICO	Banco Cooperativo de Puerto Rico (Bancoop) ●
	DOMINICAN REPUBLIC	Cooperativa de Servicios Múltiples La Telefónica (COOPSEMUTEL) ●		PUERTO RICO	Cooperativa de Ahorro y Crédito de Arecibo (COOPACA) ●
	DOMINICAN REPUBLIC	Cooperativa Nacional de Servicios Múltiples de los Maestros (COOPNAMA) ●		PUERTO RICO	Cooperativa de Ahorro y Credito Vega Alta (VEGACOOOP) ●
	DOMINICAN REPUBLIC	Cooperativa Vega Real (CVR) ●		PUERTO RICO	Cooperativa de Seguros Múltiples de Puerto Rico Inc. ●
	DOMINICAN REPUBLIC	Instituto de Desarrollo y Crédito Cooperativo (IDECOOP) ■		PUERTO RICO	Instituto de Cooperativismo (ICOOP) Universidad de Puerto Rico ■
	ECUADOR	Cooperativa de Ahorro y Crédito Rio Bamba Ltda. (COAC Rio Bamba) ●		PUERTO RICO	Liga de Cooperativas de Puerto Rico (LIGACOOOP) ●
	EL SALVADOR	Federación de Asociaciones Cooperativas de Ahorro y Crédito de El Salvador de R.L. (FEDECACES) ●		UNITED STATES	CoBank, ACB ●
	GUATEMALA	Confederación Guatemalteca de Federaciones Cooperativas, Responsabilidad Limitada (CONFECOOP) ●		UNITED STATES	America's Credit Unions ●
				UNITED STATES	National Co-op Grocers (NCG) ●
				UNITED STATES	National Cooperative Bank (NCB) ●





REGION	COUNTRY	ORGANIZATION	REGION	COUNTRY	ORGANIZATION
AMERICA	UNITED STATES	National Cooperative Business Association CLUSA International (NCBA CLUSA) ●	ASIA PACIFIC	INDIA	Malankara Credit Society Limited (MMSCCS) ●
	UNITED STATES	National Rural Electric Cooperative Association (NRECA) ●		INDIA	National Bank for Agriculture and Rural Development (NABARD) ■
	UNITED STATES	National Society of Accountants for Co-operatives (NSAC) ■		INDIA	National Co-operative Development Corporation (NCDC) ■
	URUGUAY	Cámara Uruguaya de Cooperativas de Ahorro y crédito de Capitalización (CUCAC) ●		INDIA	National Co-operative Union of India (NCUI) ●
	URUGUAY	Confederación Uruguaya de Entidades Cooperativas (CUDECOOP) ●		INDIA	National Federation of Farmers Procurement, Processing & Retailing Cooperatives of India Ltd. (NACOF) ●
	URUGUAY	Cooperativas Nacionales Financieras Aliadas en Red (CONFIAR) ●		INDIA	National Federation of State Co-operative Banks Ltd. (NAFSCOB) ●
	URUGUAY	Federación de Cooperativas de Vivienda de Usuarios por Ahorro Previo (FECOV) ●		INDIA	National Urban Cooperative Finance and Development Corporation Limited (NUCFDC) ■
	URUGUAY	Instituto Nacional del Cooperativismo (INACOOP) ■		INDIA	National Yuva Cooperative Society Ltd. (NYCS) ●
ASIA PACIFIC	AUSTRALIA	Business Council of Co-operatives and Mutuals (BCCM) ●		INDIA	Pride Multi State Credit Cooperative Society Ltd. ●
	AUSTRALIA	Capricorn Society Ltd ●		INDIA	The Saath Janvikas Multi Purpose Seva Sahkari Mandali Ltd. ■
	BANGLADESH	Bangladesh Samabaya Bank Limited (BSBL) ●		INDIA	The Tamil Nadu Small Tea Growers ICTFs Federation Ltd. (INDCOSERVE) ●
	BANGLADESH	National Co-operative Union of Bangladesh (Bangladesh Jatiya Samabaya Union-BJSU) ●		INDIA	Tirumalla Tirupati Multistate Cooperative Credit Society Limited ●
	BHUTAN	Department of Agricultural Marketing and Cooperatives (DAMC) ■ ▲		INDIA	Uralungal Labour Contract Cooperative Society Ltd. (ULCCS LTD) ●
	CAMBODIA	Cambodia Agricultural Cooperative Alliance (CAC Alliance) ●		INDONESIA	National Federation of People-based Co-operative Enterprises (INKUR) ●
	CHINA (P.R. of)	All China Federation Of Supply & Marketing Co-operatives (ACFSMC) ●		IRAN	Iran Chamber of Cooperatives (ICC) ●
	CHINA (P.R. of)	Fujian Federation of Supply and Marketing Cooperatives (FUJIAN COOP) ●		IRAN	Iran Oilseeds & Vegetable Oil Processing Factories Co-operative (Farda Co-op) ●
	CHINA (P.R. of)	Guangdong Federation of Supply and Marketing Cooperatives ●		IRAN	Pishgaman Cooperative Union (PCU) ●
		Hubei Federation of Supply and Marketing Cooperatives		IRAN	Rah-e-roshd cooperative educational complex (RCEC) ●
	CHINA (P.R. of)	International Committee for the Promotion of Chinese Industrial Co-operatives (ICCIC) ■		IRAN	Taavon Insurance Co. ●
	CHINA (P.R. of)	Jiangsu Supply & Marketing General Co-operative ●		IRAN	Tose'e Ta'avon Bank (T.T. Bank) ■
	FIJI	Department of Co-operative Business (DCB) ■ ▲		JAPAN	Central Union of Agricultural Co-operatives (JA-ZENCHU) ●
	INDIA	Bharatiya Beej Sahakari Samiti limited (BBSSL) ●		JAPAN	IE-NO-HIKARI Association (Association for Education and Publications on Agricultural Co-operatives) ●
	INDIA	Buldana Urban Co-operative Credit Society Ltd. (BUCCS) ●		JAPAN	Japan CO-OP Insurance (Kyosai) Consumers' Co-operative Federation ●
	INDIA	Centre for Cooperatives and Livelihoods – Autonomous (CCL) at Lal Bahadur Shastri National Academy of Administration (LBSNAA) ■		JAPAN	Japan Co-operative Alliance (JCA) ●
	INDIA	Co-operative House Building & Finance Corporation Ltd. ●		JAPAN	Japan Co-operative Insurance Association Inc. (JCIA) ■
	INDIA	ESAF Swasraya Multi State Agro Cooperative Society Limited (ESMACO) ■		JAPAN	Japan Workers' Co-operative Union (Jigyodan) (JWCU) ●
	INDIA	Indian Farm Forestry Development Co-operative Ltd. (IFFDC) ●		JAPAN	Japanese Consumers' Co-operative Union (JCCU) ●
	INDIA	Indian Farmers Fertiliser Co-operative (IFFCO) ●		JAPAN	Japanese Health and Welfare Co-operative Federation (HeW Co-op Japan) ●
	INDIA	Kollam District Co-operative Hospital Society Ltd. No. Q 952 ●		JAPAN	National Association of Labour Banks (NALB) ●
	INDIA	Krishak Bharati Co-operative Ltd. (KRIBHCO) ●		JAPAN	National Federation of Agriculture Co-operative Associations (ZEN-NOH) ●
	INDIA	National Agricultural Co-operative Marketing Federation of India (NAFED) ●		JAPAN	National Federation of Fisheries Co-operative Associations (JF-ZENGYOREN) ●
	INDIA	National Co-operative Agriculture & Rural Development Banks' Federation Ltd (NCARDB Federation) ●		JAPAN	National Federation of Forest Owners Co-operative Associations (ZENMORI-REN) ●



REGION	COUNTRY	ORGANIZATION
ASIA PACIFIC	JAPAN	National Federation of University Co-operative Associations (NFUCA) ●
	JAPAN	National Federation of Workers and Consumers Kyosai Cooperatives (Kokumin Kyosai co-op) ●
	JAPAN	National Mutual Insurance Federation of Agricultural Co-operatives (ZENKYOREN) ●
	JAPAN	The Japan Agricultural News (NIHON-NOGYO-SHIMBUN) ●
	JAPAN	The Norinchukin Bank ●
	JORDAN	Cooperative Association for Development & Finance (CADF) ■
	JORDAN	Educational Cooperative Union of Limited Liability ●
	JORDAN	Jordan Co-operative Corporation (JOR) ●
	KIRIBATI	Ministry of Commerce, Industry and Cooperatives (MCIC) ■ ▲
	KOREA (Rep. of)	iCOOP Korea ●
	KOREA (Rep. of)	Korea Cooperative Solidarity (KCS) ●
	KOREA (Rep. of)	Korean Federation of Community Credit Co-operatives (KFCC) ●
	KOREA (Rep. of)	Korean National Federation of Fisheries Co-operatives (NFFC) ●
	KOREA (Rep. of)	National Agricultural Co-operative Federation (NACF) ●
	KOREA (Rep. of)	National Credit Union Federation of Korea (NACUFOK) ●
	KOREA (Rep. of)	National Forestry Co-operatives Federation (NFCF) ●
	KYRGYZSTAN	Co-operatives Union of Kyrgyzstan (CUK) ●
	MALAYSIA	Cooperative Institute of Malaysia (CIM) ■
	MALAYSIA	Malaysian National Co-operative Movement (ANGKASA) ●
	MALAYSIA	National Land Finance Co-operative Society Ltd. (NLFC) ●
	MONGOLIA	Mongolian Co-operative Alliance (MNCA) ●
	MONGOLIA	National Association of Mongolian Agricultural Co-operatives (NAMAC) ●
	MYANMAR	Central Co-operative Society Ltd. (CCS) ●
	NEPAL	National Co-operative Bank Ltd. (NCBL) ●
	NEPAL	National Co-operative Federation of Nepal (NCF) ●
	NEPAL	Nepal Agricultural Co-operative Central Federation Limited (NACCFL) ●
	NEPAL	Nepal Multipurpose Central Co-operative Union Ltd (NEMCCU) ●
	PAKISTAN	Karachi Co-operative Housing Societies Union Ltd. (KCHSU) ●
	PALESTINE	Cooperative Work Agency (CWA) ■ ▲
	PALESTINE	Economic and Social Development Center of Palestine (ESDC) ●
	PALESTINE	General Cooperative Union (GUCCOP.PAL) ●
	PALESTINE	Kalandia Camp Women's Handicraft Cooperative (KCWHC) ●
	PALESTINE	Palestinian Agriculture Cooperative Union (PACU) ●
	PALESTINE	Union of Housing Cooperatives in Palestine (PUHC) ●
	PAPUA NEW GUINEA	Office of Co-operative Societies of Papua New Guinea (OCS PNG) ■ ▲

REGION	COUNTRY	ORGANIZATION
ASIA PACIFIC	PHILIPPINES	1 Cooperative Insurance System of the Philippines Life and General Insurance (1CISP) ●
	PHILIPPINES	ACDI Multipurpose Cooperative ●
	PHILIPPINES	Aurora Integrated Multipurpose Cooperative (AIMCOOP) ●
	PHILIPPINES	Climbs Life and General Insurance Cooperatives (CLIMBS) ●
	PHILIPPINES	Co-operative Development Authority (CDA) ■ ▲
	PHILIPPINES	Federation of Peoples' Sustainable Development Cooperative (FPSDC) ●
	PHILIPPINES	Institute of Cooperatives and Bio-enterprise Development (ICOPED) - University of the Philippines Los Baños ■
	PHILIPPINES	MASS-SPECC Cooperative Development Center ●
	PHILIPPINES	MSU - IIT National Multi-Purpose Cooperative (MSU-IIT NMPC) ●
	PHILIPPINES	National Confederation of Co-operatives (NATCCO) ●
	PHILIPPINES	Network Consolidated Cooperative Bank (NCCB) ●
	PHILIPPINES	One Cooperative Bank (One CB) ●
	PHILIPPINES	One-Cooperative Federation ●
	PHILIPPINES	Philippine Family Farmers Agriculture Fishery Forestry Cooperatives Federation (AgriCOOPh) ●
	PHILIPPINES	Providers Multipurpose Cooperative ●
	PHILIPPINES	Union of Legitimate Service Contracting Cooperatives (ULSCC) ●
	PHILIPPINES	VICTO National Co-operative Federation and Development Center (VICTO National) ●
	SAUDI ARABIA	Ministry of Human Resources and Social Development ■ ▲
	SINGAPORE	Singapore National Co-operative Federation Ltd. (SNCF) ●
	SRI LANKA	Department of Co-operative Development (DCD) ■ ▲
	SRI LANKA	Matara District Cooperative Hospital Society Ltd. ●
	SRI LANKA	National Co-operative Council of Sri Lanka (NCCSL) ●
	SRI LANKA	National Institute of Co-operative Development (NICD) ■
	SRI LANKA	SANASA Federation Ltd in Sri Lanka ●
	THAILAND	The Co-operative League of Thailand (CLT) ●
	UNITED ARAB EMIRATES	Emirates Community Empowerment (ECE) ■
	VANUATU	Office of the Registrar of Cooperatives and Business Development Services (ORCBDS) ■ ▲
	VIETNAM	Saigon Union of Trading Co-operatives (Saigon Co.op) ●
	VIETNAM	Vietnam Cooperatives Alliance (VCA) ●
EUROPE	ARMENIA	"Farm Credit Armenia" Universal Credit Organization Commercial Cooperative (FCA UCO CC) ●
	AUSTRIA	Oesterreichischer Verband gemeinnütziger Bauvereinigungen - Revisionsverband (gbv) ●
	BELARUS (Rep. of)	Belarussian Republican Union of Consumer Societies (BELKOOPSOYUZ) ●
	BELGIUM	Febecoop ●
	BULGARIA	Central Co-operative Bank Plc (CCB) ●
	BULGARIA	Central Co-operative Union (CCU) ●

REGION	COUNTRY	ORGANIZATION
EUROPE	BULGARIA	National Union of Workers Producers Co-operatives of Bulgaria (NUWPCB) ●
	CYPRUS	Cyprus Turkish Co-operative Central Bank Ltd (KoopBank) ●
	CZECH REPUBLIC	Co-operative Association of the Czech Republic (CACR) ●
	DENMARK	Kooperationen ●
	FINLAND	Pellervo Coop Center ●
	FRANCE	Confédération Nationale du Crédit Mutuel ●
	FRANCE	Coop FR ●
	GERMANY	CoopGo Genossenschaftsverband e.V. ■
	GERMANY	Dgrv - Deutscher Genossenschafts- Und Raiffeisenverband E. V. ●
	GERMANY	Zentralverband deutscher Konsumgenossenschaften e.V. (ZdK) ■
	GREECE	Federation of Cooperatives of Pharmacists of Greece (OSFE) ●
	HUNGARY	National Council of Cooperatives (OSZT) ●
	IRELAND	Co-operative Housing Ireland ●
	ISRAEL	The Kibbutz Movement ●
	ITALY	Alleanza delle Cooperative Italiane ●
	ITALY	European Research Institute on Cooperative and Social Enterprises (EURICSE) ■
	LITHUANIA	Lithuanian Union of Co-operative Societies (LITCOOPUNION) ●
	MALTA	Koperattivi Malta ●
	MALTA	Malta Co-operative Federation (MCF) ●
	MOLDOVA (Rep. of)	Central Union of Consumer Co-operatives of the Republic of Moldova (MOLDCOOP) ●
	NETHERLANDS	Nationale Coöperatieve Raad (NCR) - Dutch Council for Cooperatives ●
	NETHERLANDS	Rabobank ●
	NORWAY	Coop Norge SA ●
	NORWAY	Federation of Norwegian Agricultural Co-operatives (Norsk Landbrukssamvirke) ●
	NORWAY	The Co-operative Housing Federation of Norway (NBBL) ●
	NORWAY	The Royal Norwegian Society for Rural Development (Norges Vel) ■
	POLAND	National Association of Co-operative Savings and Credit Unions (NACSCU) ●
	POLAND	National Auditing Union of Cooperatives (NAUWC) ●
	POLAND	National Co-operative Council - NCC ●
	POLAND	National Supervision Union of Spolet Consumer Co-operatives ●
	PORTUGAL	Confecoop - Confederação Cooperativa Portuguesa, CCRL ●
	PORTUGAL	Cooperativa António Sérgio para a Economia Social - Cooperativa de Interesse Público de Responsabilidade Limitada (CASES) ●
	ROMANIA	National Union of Consumer Co-operatives (CENTROCOOP) ●
	ROMANIA	National Union of Handicraft and Production Co-operatives of Romania (UCECOM) ●

REGION	COUNTRY	ORGANIZATION
EUROPE	RUSSIA	Central Union of Consumer Societies of the Russian Federation ●
	RUSSIA	Moscow Regional Union of Consumer Societies ●
	SERBIA	General cooperative alliance for agriculture and rural development - Belgrade ●
	SPAIN	Bidafarma S. Coop. and. Es ●
	SPAIN	Confederació de Cooperatives de Catalunya (CoopCat) ●
	SPAIN	Confederación Empresarial Española de la Economía Social (CEPES) ●
	SPAIN	Confederación Española de Cooperativas de Trabajo Asociado (COCETA) ●
	SPAIN	Fundación Espriu ●
	SPAIN	KONFEKOOP - Confederación de Cooperativas de Euskadi ●
	SWEDEN	Coompanion - Kooperativ Utveckling Sverige ●
	SWEDEN	HSB:Riksförbund (Union of Housing Co-operatives) ●
	SWEDEN	Kooperativa Förbundet (KF) (The Swedish Co-operative Union) ●
	SWEDEN	Riksbbyggen (Co-operative Housing Union) ●
	SWITZERLAND	Allgemeine Baugenossenschaft Zürich (ABZ) ●
	TÜRKIYE	Central Union Of The Agricultural Credit Cooperatives Of Türkiye (ACC) ●
	TÜRKIYE	The Central Union of Turkish Forestry Co-operatives (ORKOOP) ●
	TÜRKIYE	National Cooperative Union of Türkiye (TÜRKIYEKOOP) ●
	UKRAINE	Ukrainian Central Union of Consumer Societies (UKOOPSPILKA) ●
	UNITED KINGDOM	Co-operatives UK ●
	UNITED KINGDOM	The Midcounties Co-operative Limited ●
	UNITED KINGDOM	VME COOP ●
INTERNATIONAL	SAINT KITTS AND NEVIS - INT	Caribbean Confederation of Credit Unions (CCCU) ● ◆
	THAILAND-INT	Association of Asian Confederations of Credit Unions (ACCU) ● ◆



In memory of

High Chief Ayeola Tajudeen Oriyomi

(29 January 1969 - 25 December 2025), whose leadership and dedication to the cooperative movement continue to inspire us.

He served as the President of ICA Africa since his election in 2021, and had been re-elected on 7 October 2025 at the ICA Africa Regional Assembly, during the 14th Africa Ministerial Cooperative Conference (AMCCO) held in Nairobi, Kenya.

