

# THE ICA-EU PARTNERSHIP ON INTERNATIONAL COOPERATIVE DEVELOPMENT

#COOPS4DEV

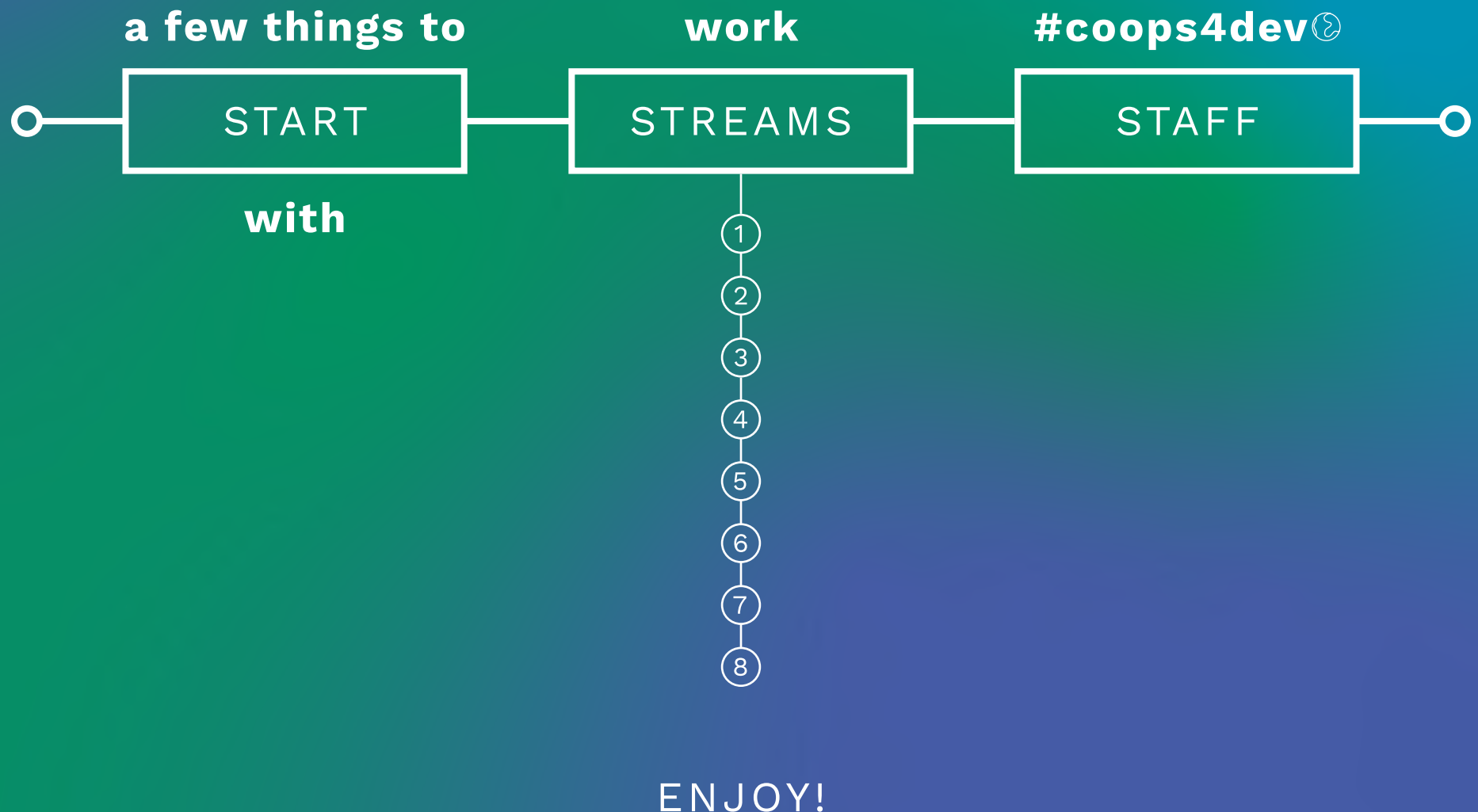
[www.coops4dev.coop](http://www.coops4dev.coop)



International  
Co-operative  
Alliance



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Let us tell you a  
**cooperative story.** A  
story about **people,**  
**e m p o w e r m e n t,**  
**partnerships,** and  
international **deve-**  
**lopment.**





As **people-centred** enterprises, cooperatives are owned, controlled and run by and for their **members** to realise their **common** economic, social, and cultural **needs**.



Cooperatives are a **tried-and-tested model** in international development, **enabling people around the world** to take control over **their livelihoods**.

**Strengthening cooperatives is, therefore, an established way to empower** people and local communities, putting **people before profit**.





# THE INTERNATIONAL COOPERATIVE ALLIANCE

The International Cooperative Alliance unites, represents and serves cooperatives worldwide. It is the apex body representing cooperatives, which are estimated to be around 3 million worldwide. There are 1,2 billion cooperative members on the planet!

A total of 318 organisations from 112 countries are members of the International Cooperative Alliance. Its members are international and national cooperative organisations from all sectors of the economy, namely agriculture, banking, consumer, fisheries, health, housing, insurance, and industry & services.



In March 2016, the International Cooperative Alliance entered into a partnership with the European Commission, ushering into a new phase of collaboration on strengthe-

ning the cooperative movement as a key actor in international development. The ICA-EU Partnership is also called #coops4dev®.



The **ICA-EU Partnership** initiatives are structured around **eight workstreams** reflecting a **diversity of topics and objectives**.



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## 1 INSTITUTIONAL STRENGTHENING

Strengthening the capacity of the ICA offices to represent and provide services in order to increase their impact and benefits for their constituencies

## 2 RESEARCH

Improving the knowledge on the cooperative model and the legal framework for cooperatives around the world

## 3 CAPACITY BUILDING FOR MEMBERS

Enhancing the technical, institutional and political capacity of the ICA member federations

## 4 COOPERATIVE NETWORKING

Reinforcing the networking activities at regional and global level of cooperative organizations active in international development



## 5 ADVOCACY AND POLITICAL DIALOGUE

Supporting members to facilitate the engagement with policy-makers and advocating for appropriate public policies and programming

## 6 ALLIANCE BUILDING WITH CSO ACTORS

Creating new alliances with CSO actors at national, regional, and global levels and strengthening existing cooperation

## 7 VISIBILITY AND COMMUNICATIONS

Implementing a joint communication strategy to scale up the visibility of cooperatives, underlying their key role as development actors

## 8 PROJECT MANAGEMENT

Establishing a system for efficient and effective project implementation, communication, visibility, monitoring and evaluation





**Together,** the ICA global and regional offices work at **implementing the #coops4dev® initiatives,** in collaboration with member organisations, civil society, international institutions, **and the European Union.**



## ICA GLOBAL

Established in 1895, and based in Brussels, Belgium, the International Cooperative Alliance global office works in close collaboration with the ICA regional offices based in Nairobi, Kenya (ICA Africa); San José, Costa Rica (Cooperatives of the Americas), Delhi, India (ICA Asia-Pacific), and Brussels, Belgium (Cooperatives Europe), to ensure the successful implementation of the activities on a global scale. A total of 318 organisations from 112 countries are currently composing the constituency of the ICA at global level.

## ICA ASIA-PACIFIC

The International Cooperative Alliance came to the Asia and Pacific region in 1960. The ICA Asia-Pacific office was established in New Delhi, India and serves 110 member organizations from 32 countries. Over the past 60 years, it has helped in the development of cooperatives, assisted in the improvement of managerial and decision-making capacity of the members, and strengthened the knowledge of members in the region.

## ICA AFRICA

The International Cooperative Alliance Africa (ICA Africa) serves, unites and represents ICA member organizations in Africa. With a total membership of 41 organisations across 23 countries, ICA Africa addresses

the human development needs of existing and potential cooperatives in Africa with a special focus on participation (women and youth), sustainability, identity, legal framework, and cooperative capital.



## COOPERATIVES OF THE AMERICAS

Cooperatives of the Americas was established in 1990 in San José, Costa Rica. Its main objective is to make the case for the cooperative model within the new economical, political, social and commercial order supporting the member organizations in the promotion of the cooperative identity. The office counts 98 member organizations from 24 countries.

## COOPERATIVES EUROPE

On behalf of its 69 member organisations from 33 countries, Cooperatives Europe promotes the cooperative business model in Europe. Its members represent 141 million individual member cooperators owning 176.000 cooperative enterprises and providing jobs to 4.7 million European citizens - a force for economic growth and social change.



A lot of things have happened during the 5<sup>1/2</sup> years of the ICA-EU Partnership!

But before we go into detail, here is a timeline to help situating us in time, through the years.

YAY!

FIRST EXTENSION OF THE PARTNERSHIP

A celebration of these years of inspiring work!

#COOPS4DEV® FINAL EVENT

MARCH 2016

FEBRUARY 2020

DECEMBER 2020

JULY 2021

AUGUST 2021

SIGNATURE OF THE FRAMEWORK PARTNERSHIP AGREEMENT (FPA) BETWEEN THE ICA AND THE EUROPEAN COMMISSION

The start of a new phase of global cooperation!

SECOND EXTENSION OF THE PARTNERSHIP

THE END OF THE #COOPS4DEV® ADVENTURE...

but just the start of a great impulsion for coops in international development!

HOORAY!



Let's now dive into **a selection of activities**, ranked per **workstream**.  
This is what we are **the most proud of!**



## stream 1

# INSTITUTIONAL STRENGTHENING



# INSTITUTIONAL STRENGTHENING

The actions of this stream aimed at strengthening the capacity of the ICA offices to represent and provide services to their member organisations. It helped to take advantage of synergies by further building on the capacities of the regional and global offices.

#coops4dev© needs-based capacity building initiatives provided the ICA offices with relevant training,

contributed to knowledge building and the development of skills and competencies of the staff, and enhanced their capacity to effectively provide services to the cooperative members. It created a multiplier effect beneficial for cooperative federations, providing them with knowledge and skills for their participation in policy dialogue, especially towards national and international decision-makers.

## SOME RESULTS:

- Needs assessments with **4** regional reports feeding into 1 global development strategy paper

- 1** training curriculum for regional & global offices staff, training material
- 4** methodological trainings
- 26** thematic trainings
- 12** management trainings





During the Operational Kick-off meeting of the ICA-EU Partnership held in Brussels, Belgium, the [#coops4dev](#) staff members from all the four ICA regions received training activities about the functioning of the Partnership, prepared with the support of [FINEP](#).

Research staff from all ICA offices participate in a methodological training session focusing on the general principles of research processes.

A management training for Administrative and Finance staff and Programme Managers from all ICA offices is held. The aim is to build capacity on EU and Administrative issues, present useful finance tools, and provide guidance on concrete issues met within the Partnership.

[Coop Americas](#) hosts the first Annual Review Meeting in San José, Costa Rica. (Read more about the ARMs in [Stream 8](#))

A global thematic training focuses on reinforcing the offices' capacities on Policy issues, with a particular focus on the Sustainable Development Goals (SDGs) and cooperatives' joint contribution and advocacy towards them.



A need analysis is conducted over more than two years, in coordination with all staff members from the different ICA offices. It identifies areas where staff members need support and will allow optimally planning the upcoming training sessions.



A management training targeting Administrative and Finance staff, as well as Programme Managers from all ICA offices is held, ensuring that the project implementation continues smoothly.

The Communication staff members are trained in Photoshop, infographics and visibility campaigns. A focus is made on social media trends and communications plans.

A Policy & Research training, with the ICA Policy and Research officers as the main beneficiaries also takes place. Staff members deepen their knowledge on how research and policy are linked, on the types of research available, and how to make their work more visible to the external actors.

ICA Asia-Pacific hosts the second Annual Review Meeting in New Delhi, India.



The Coordination Unit (CU) attends an internal training in Liège, Belgium, to prepare the Year 4 global Annual Review Meeting. All CU staff members review by workstream their Year 3 activities and discuss their Action Plan for Year 4. They learn more about their colleagues' activities and progress and plan how to better foster cooperation between workstreams.

Coop Americas executes two thematic training sessions for their staff in order to improve coordination and execution between activities and officers. They focus on teamwork, soft skills and intercultural intelligence, and on cross-cultural management and multicultural team dynamics.



Two methodological training sessions are organised: Communication Officers gain knowledge on creative communication, while Project Officers are trained on social impact indicators for the cooperative business model to improve their skills in identifying and developing indicators for future projects applications.

Two thematic training take place: Research Officers attend a session on how to engage different stakeholders on cooperative research projects and how to keep them engaged during the dissemination of the research findings phase. Policy Officers attended a training on the political processes behind SDGs 5,8, and 10, to better monitor policy processes at a global and regional level.

Project Managers are trained on intercultural communication, which is very valuable given the multicultural setting of the ICA-EU Partnership. Finance Officers join them for a training on financial administration and a general understanding of the financial reporting guidelines, procedures and monitoring of the European Commission.

ICA Africa hosts the third [Annual Review Meeting in Nairobi, Kenya](#)

The Programme Coordinator followed a 4 classes webinar on exploring international cooperative development delivered by the Co-operative College, which is a member of the [Cooperatives Europe Development Platform \(CEDP\)](#).

The Program Manager of [Coop Americas](#) attends the UN workshop – ‘Cooperatives and the Sustainable Development Goals: ensuring that no one else is left behind’ held in Brasilia, Brazil.



The two first editions of the online capacity-building initiative Coop Academy are specially designed to provide training to staff members from all ICA offices. They receive training on cooperative branding and identity with Tom Ivey of Dot Coop, and on cooperative governance with Siôn Whellens of Principle Six.



A Coordination Unit Annual Review Meeting takes place in Brussels, Belgium, amidst the COVID-19 pandemic, with all necessary precautions. Participants present their priorities and tasks for the coming year, and how their work has been impacted by the pandemic. It is also the opportunity to brainstorm on what they would like to achieve until the end of the Partnership, and how to make it come true altogether.





## stream 2

# RESEARCH



# RESEARCH

The lack of consistent and reliable information about cooperatives and cooperative federations is a huge challenge across all regions. Where a database of the cooperative landscape is available, data are rarely harmonised. In many countries, certain types of cooperatives cannot develop, as the current legislation does not foresee or permit it.

To fill these knowledge gaps, [#coops4dev©](#) research activities focus on a mapping of the cooperative actors and an analysis of cooperative legislation around the world. The results are showcased on an interactive and freely accessible online database, an operational tool for members and stakeholders that will help in developing policy recommendations with regard to creating an enabling environment for cooperatives in different regions and countries.

[#coops4dev©](#) research work is designed to support activities focused on visibility, advocacy, capacity building and networking. At regional level, the aim is for the ICA offices to be empowered in their advocacy work. With improved knowledge of the cooperative reality at country level, they can provide better assistance to their members on auditing, legal issues, and political representation. At national level, the database will become the focal point for collaboration between federations and a strong reference for policy dialogue. At local level, the database directs primary cooperatives towards the representative federations and cooperative support structures in their region and country.

## SOME RESULTS:

- 66 country reports on mapping of actors
- 79 country reports on legal framework analysis
- 4 regional reports on legal framework analysis
- 6 regional thematic publications
- 2 global thematic publications

The Mapping research seeks to collect exhaustive, consistent and reliable data on the cooperative situation in every region and across sectors, in order to provide an accurate picture of the cooperative movement.

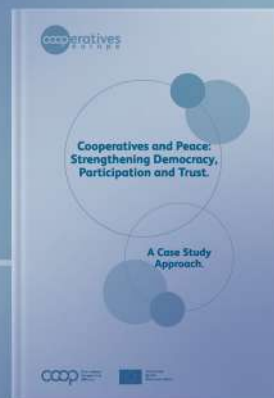
The Legal Framework Analysis research aims to assess cooperative legislation by country, in order to document and monitor the implementation of cooperative legislation and policies worldwide.

The development of the Mapping of the cooperative sector and Legal Framework Analysis (LFA) researches begins. They aim at exploring the latest key figures and cooperative legislation around the world and are jointly conducted by the ICA and its four regional offices – Coop Americas, Cooperatives Europe, ICA Africa, and ICA Asia-Pacific – using a common methodology developed in collaboration with the European Research Institute on Cooperative and Social Enterprises (EURICSE).

Cooperatives Europe publishes the research paper ‘Good practices in international cooperative development: Why creating a knowledge sharing culture is key for international cooperative development work’. It aims to foster a better understanding of the methods and approaches used by the Cooperatives Europe Development Platform (CEDP) organisations in their international cooperative development work.

ICA Asia-Pacific holds its 12th Regional Cooperative Research Conference in Seoul, Republic of Korea on the theme ‘Cooperatives: The key solution for Social Innovation’. The conference highlights innovative ways that can help cooperatives solve development challenges at local and global levels.





Cooperatives Europe publishes the research ‘Cooperatives and Peace: Strengthening Democracy, Participation and Trust - A Case Study Approach’ which showcases twenty case studies from more than fourteen countries, covering different types and stages of conflicts. It is supported by the Cooperatives Europe Development Platform (CEDP), and is co-authored by the Co-operative College, Kooperationen and Coopermondo.

To test the Mapping and Legal Framework Analysis tools on a smaller sample of countries before the full-scale implementation, all ICA offices launch pilot studies of two countries per region, or a total of eight worldwide pilot studies for each research.



ICA Asia-Pacific, ICA Africa and the Coordination Unit take part in the Second International Forum on Cooperative Law in Athens, Greece. The forum provides an opportunity to engage with legal experts and the wider cooperative research community and generate external interest in the legal research.

Coop Americas publishes the thematic regional research ‘Cooperatives and Youth in the Americas’ with active participation of member organisations, such as Cudecoop, Cooperatives and Mutuels, Infocoop, Coopnama, among others and the Regional Youth Network.

JUVENTUD Y  
COOPERATIVISMO  
EN AMÉRICA

20





ICA Asia-Pacific publishes the thematic regional study 'Autonomy and Independence of Cooperatives in India', conducted with ALC India to ascertain the status of autonomy and independence of cooperatives in India as compared to cooperatives in South East Asia.

The Coordination Unit takes part in ICA-CCR European Research Conference 2019 in Berlin, Germany, where they present research on Cooperatives and Peace and the legal framework analysis research. A paper on the role of cooperative organisations in facilitating SDG implementation at global, national and local levels is published.

All regions manage to complete the pilot studies for the Mapping and Legal Framework Analysis, and the full-scale studies are launched.

ICA Africa releases a study report reviewing the existing information communication technologies (ICT) in cooperatives in Africa for the purpose of establishing a flexible, user-friendly integrated management information system.

ICA Asia-Pacific releases the regional study report 'Cooperatives in Industrial and Service Sectors in the Asia and Pacific Region', in collaboration with CICOPA.




At the [ACE](#), [ICA-CCR](#) & [CASC](#) Research conference 'Cooperative Entrepreneurship' in Montréal, Canada, the Coordination Unit presents the preliminary results of the global thematic research on Youth, gains new insights and builds on new and existing relations with key players in cooperative research.

The [interactive online platform](#) is launched. It displays completed research work and is presented to members at the [ICA Global Conference](#) 'Cooperatives in Development' in Kigali, Rwanda. As the maps go live, 8 country reports are displayed for the Mapping research, and 8 for the Legal Framework Analysis.



The Coordination Unit is invited to the [Centenary Conference of the Cooperative College](#) held in Manchester, UK, where they present [#coops4dev](#)'s ongoing research work and [Cooperatives Europe's Peace Research](#).

Partnership staff of [Cooperatives of the Americas](#) are present at the Continental Congress of Cooperative Law in Costa Rica, where they present the results of the Legal Framework Analysis research.



Cooperatives of the Americas launch two further regional researches, cooperation among cooperatives and a second on a Statistical Observatory to identify the economic contributions of cooperatives in the region.

The Coordination Unit is invited to lead a lecture at Katholieke Universiteit Leuven, Belgium, within the framework of the Centre of Expertise for Cooperative Entrepreneurship. They present the ICA-EU Partnership, contributions of cooperatives to the SDGs and Cooperatives Europe research work on Cooperatives and Peace to students.



The Coordination Unit and ICA Asia-Pacific co-lead a training session at the Global Youth Forum – Cooperative Entrepreneurship 2020. It provides an interactive overview of research themes covered within Partnership and participatory activities on how these themes can be applied within everyday challenges on cooperative entrepreneurship.



ILO COOP 100 Symposium: Day 1 (in English)



## ICA-EU Partnership

### International cooperative development

Strengthen the ICA as voice for international cooperative development

Increase recognition of cooperatives in development policies and programmes

### Research and knowledge building activities

- Mapping of cooperative actors
- Legal frameworks analysis
- Thematic research on cooperatives

so so we have a mapping of cooperative actors



The Coordination Unit research team is invited to speak at the ILO COOP 100 Symposium 'Cooperating for social justice and decent work', where they explore the elements supporting an enabling environment for cooperative enterprises, based upon their work on the Legal Framework Analysis research. They also share the paper 'Legal Framework Analysis and the ICA-EU Partnership: An Update on Elements Supporting an Enabling Environment for Cooperative Enterprises'.

The next global thematic research on the theme of environment is developed, to showcase the contributions of cooperatives to environmental protection and climate action, through the lens of Agenda 2030. It aims to explore the environmental potential of cooperatives to SDGs including SDG 13, SDG 7, SDG 12, SDG 14 and SDG 15.

The latest global thematic research report is launched. Titled 'Cooperatives and Young people: A Perfect Match?', it is co-developed by the ICA and its four regional offices, with support by the Co-operative College (UK). This report aims to determine how the cooperative movement can better support and engage with young people and provide clear insights on the key challenges facing youth today, from the perspective of young people themselves.





## What has been achieved so far?

### MAPPING RESEARCH:

**66 country reports at global level**

COOP AMERICAS:

**23**

ICA ASIA-PACIFIC:

**25**

ICA AFRICA:

**11**

COOPERATIVES EUROPE

**7**

### LEGAL FRAMEWORK ANALYSIS:

**79 country reports at global level**

COOP AMERICAS:

**23**

ICA ASIA-PACIFIC:

**22**

ICA AFRICA:

**18**

COOPERATIVES EUROPE

**16**



## stream 3

# CAPACITY BUILDING FOR MEMBERS



# CAPACITY BUILDING FOR MEMBERS

Enhancing the capacity of the ICA to support the member organisations in their policy and programming efforts is key. [#coops4dev©](#) provided methodological and thematic training, as well as toolboxes for the daily work of co-operators and cooperative federations.

In order to address the different needs of cooperatives more effectively, capacity-building activities were based on a better understanding of the members' needs in the four regions. Members increased the effectiveness of their dialogue with policymakers and their ability to apply for specific funding programs through training sessions and other targeted initiatives of support. Moreover, by initiating partnerships between cooperative and youth orga-

nisations, and by providing digital innovative solutions, member organisations have strengthened their ability to stimulate youth cooperative entrepreneurship in their respective contexts.

[#coops4dev©](#) initiatives helped to adjust governance structures to new strategic requirements, increase operational coordination, mobilise member expertise, and implement new processes for smooth implementation of strategic plans in order to develop new expertise at national and regional level.

## SOME RESULTS:

- 19 training sessions on functioning and advocacy towards EU Delegations
- 14 training sessions on establishing and strengthening federations
- 28 training sessions on policy dialogue
- 12 seminars on knowledge and experience sharing among members

A workshop on international development takes place during the General Assembly of Coope-ratives Europe. Members of the Cooperatives Europe Development Platform (CEDP) showcase how they contribute to achieving the Sustainable Development Goals (SDGs) by sharing best practices. This event will be repeated the next year, this time with a focus on migration, renewable energy and ethical consumption.

Coop Americas supports the Regional Gender Equality Committee with a training and workshop for the elaboration of a guide to prevent gender-based violence through cooperatives, contributing to SDG 5. This initiative will inspire Cooperar, a member in Argentina, to implement its Protocol of Prevention of Gender Violence.

ICA Asia-Pacific co-organises the first Forum on Development of Cooperatives in Central Asia in Bishkek, Kyrgyzstan. It is an exploratory mission to understand the situation of cooperatives in Central Asia, to share information and good practices, and to create a platform assisting the promotion and development of the cooperative business model in the region.

(ICA-AP) Forum on Development of Co-operatives in Pacific Islands was organized in Republic of Vanuatu. It brought together members on a common platform to share, inform, learn, network, and explore means to strengthen the cooperative movement in their respective countries as well as in the region.

ICA Africa delivers the first of a series of trainings bringing together a large number of members to focus on their ability to advocate for an enabling environment for the cooperative model, to build dialogue with EU Delegations (EUDs) and to engage in programming.

These trainings also include a thematic workshop based on specific member's needs. The initiative will then be replicated in all ICA regions, each year.





ICA starts a collaboration with Inpulse to support the development of cooperatives through the Global Cooperative Impact (GCI) Fund. Sponsored by cooperatives, for cooperatives, the GCI Fund, a cooperative vehicle “from A to Z”, is dedicated to respond to the many obstacles that cooperatives are facing in accessing finance, providing a long-term debt and technical assistance facility to strengthen co-operative identity and efficiency.

  
coop

ICA Asia-Pacific co-organises a unique capacity building seminar in Jakarta, Indonesia, marking the very first collaboration with ASEAN actors. The event focuses on multilateral advocacy for the development of cooperatives in the ASEAN region, and offers capacity building activities to support members to advocate for an enabling environment for the cooperative model in the region.



Cooperatives Europe organises a one-week training on the ILO Accelerate.coop package at the ILO International Training Center in Turin, Italy. Cooperatives Europe Development Platform (CEDP) members are trained on three tools (Think.coop, Start.coop, Manage.coop) in order to strengthen the capacity of primary and secondary cooperatives, both at national and local levels.



As a result of the regional training for members, held in San José, Costa Rica, focusing on building dialogue with EUDs and on programming, the participating members decide to form the Group of National Project Officers (GONP). Most of them will become active members in the Cooperatives of the Americas Development Platform (CADP) later this year.





ICA Asia-Pacific launches its first Coopathon. The successful initiative aims at sourcing sustainable, innovative and technologically enabled solutions to address challenges in the social and service sectors that are in line with cooperative values and principles. In the upcoming years, in Asia-Pacific, this event will be followed by Coopathon 2.0 and by the first virtual Coopathon, Coopathon 3.0.



ICA develops a guideline to support members from all regions in building policy dialogue with EUDs

Inspired by the Coopathons of ICA Asia-Pacific, the first Cooperative Hackathon of the Coop Americas is held in San José, Costa Rica, through which a scenario for institutional strengthening is created based on the pillars of innovation, generational integration and development of skills.

The Global Cooperative Entrepreneurs (GCE) program is launched. This mentoring program is designed to support young entrepreneurs who want to start up a cooperative. The GCE program builds on an innovative partnership between cooperative associations and youth organisations, who together act as mentors to support entrepreneurs in their start-up process and is inspired by the CoopStarter 2.0 Erasmus+ funded project of Cooperatives Europe. Mentors from all ICA regions are trained on how to support youth ambassadors in their entrepreneurial initiative, and youth ambassadors receive training on how to start a cooperative and mobilise youth around their ideas.

A joint project between the European partner Women Engage for a Common Future (WECF) and ICA Africa members in Ethiopia is launched, aiming at promoting decentralized energy technologies by qualifying cooperative technology ambassadors.



ICA Africa and ICA Asia-Pacific, in collaboration with ICA-Asia & Pacific Committee on Cooperatives in Educational Institutions (ICEI) co-organise a knowledge sharing workshop showcasing the best cases from educational institutions from Africa and Asia-Pacific to achieve the SDGs.

Cooperatives Europe releases the Coopedia Knowledge Base, a collaborative search engine listing resources on cooperative entrepreneurship. Coopedia aims to give entrepreneurs worldwide the support and tools they need to set up cooperative businesses, and to provide learning to students and actors interested in the cooperative business model.



The implementation of the first project in the Americas financed by the European Union starts in Costa Rica, in association with the local coffee cooperative Coopetarrazu and Coop Americas members Infocoop and Conacoop.

Coop Academy is launched. This #coops4dev® capacity-building and sharing knowledge initiative aims at offering participants from all over the world the possibility to attend different training sessions. The training topics are strongly linked to International Development and the impactful role of cooperatives towards the Sustainable Development Goals (SDGs).

YouTHink Coop (YTC®) is launched with the objective of strengthening an online global youth community. It aims at offering young entrepreneurs and professionals the opportunity to learn from their peers and to attend trainings on relevant topics that can build their professional skills and knowledge.

A donors' database is developed as an internal tool for staff members from all ICA regional offices, aiming at fostering collaboration on funding opportunities and at ensuring sustainability.

To ensure the sustainability of the activities and to further support our members, the #coops4dev® staff from the different regional offices produce a series of tailored tools including a guide for organising online events for young entrepreneurs of the Global Cooperative Entrepreneurs (GCE) programme and 2 specific guidelines on strengthening the skills of the members in writing Concept Notes and Full Proposals for EuropeAid Calls for Proposals.

## EDUCATION TRAINING INFORMATION

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public – particularly young people and action leaders – about the nature and benefits of co-operation.

The online platform edu4all.coop is launched by the Coordination Unit. It gathers the knowledge initiatives and training tools developed by #coops4dev® in a comprehensive way.

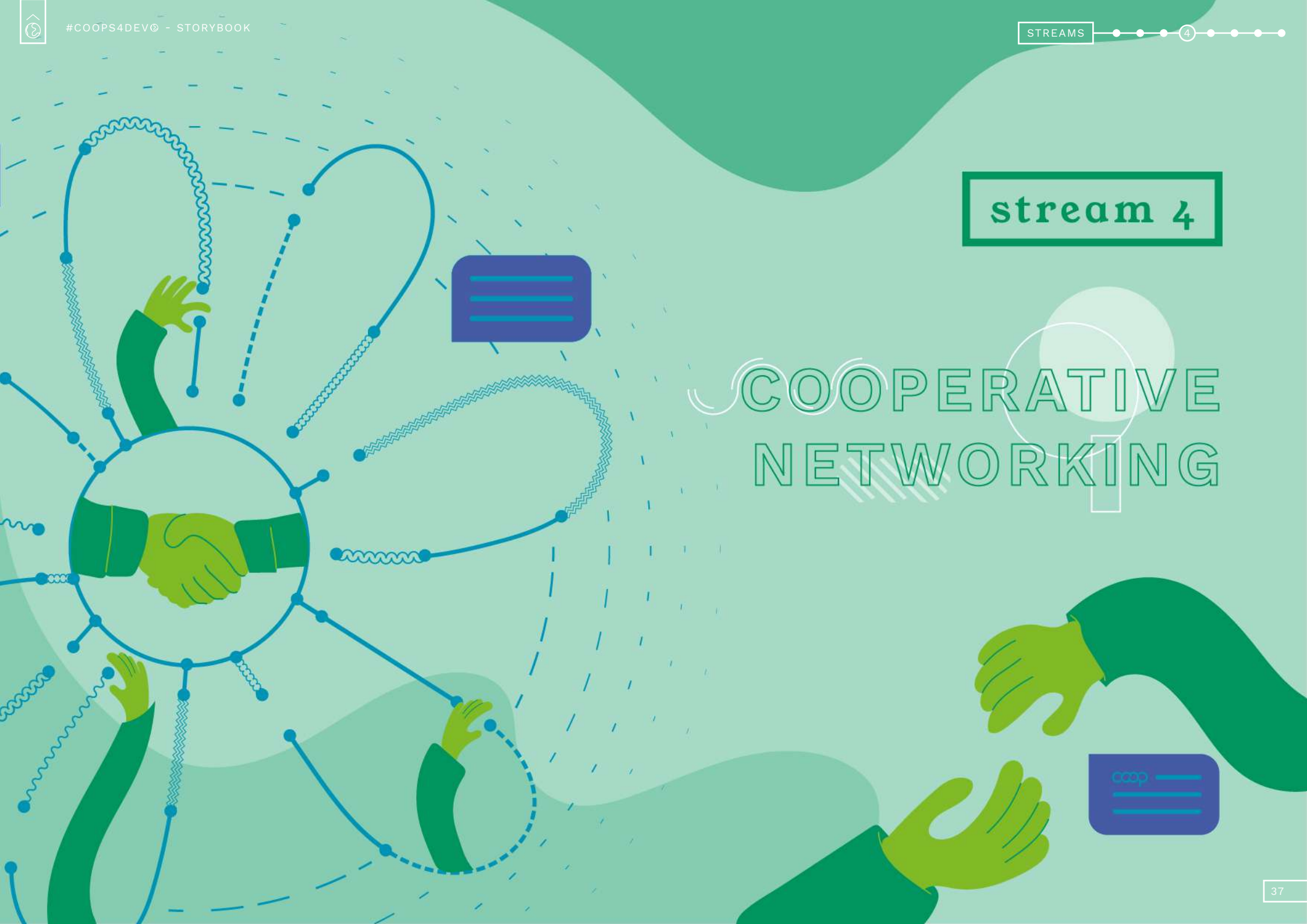
As a result of the training for members, in the Americas, 10 Concept Notes for EuropeAid funding have been presented out of which 4 were invited to present a full proposal. For Africa, 11 Concept Notes have been submitted of which 4 specifically for EuropeAid Calls for Proposals. In Asia-Pacific, 4 Concept Notes have been submitted. The preparation and submission of project proposals has been the opportunity for members (from the same region or also from different regions) to increase the collaboration among each other valorizing their complementarity in terms of skills and knowledge exchange.





## stream 4

# COOPERATIVE NETWORKING





# COOPERATIVE NETWORKING

Given increasing global integration, a strengthened collaboration within the ICA network of the cooperative federations active in international cooperative development and support was needed to achieve enabling environments for cooperatives.

Through this stream, [#coops4dev®](#) worked at strengthening existing cooperative development networks, creating new ones, and implementing a targeted approach in coordinating more effectively common actions that will leverage and deepen the impact of cooperatives, from the local communities they operate to the global political scene.

## SOME RESULTS:

The Cooperatives Europe Development Platform (CEDP), created in 2008, continues to be a leader platform in EU and is sustainable over time

**16** meetings

The International Cooperative Alliance Development Platform was launched

**6** meetings

The Cooperatives of the Americas Development Platform (CADP) was created

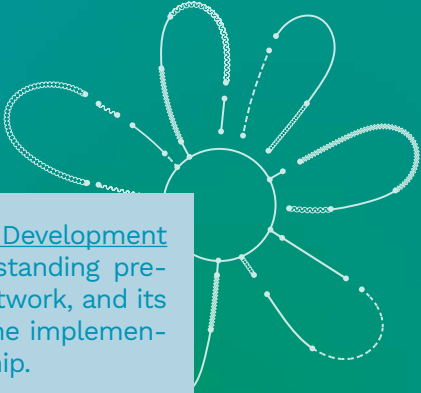
**10** meetings

Other regional development platforms:

**14** meetings

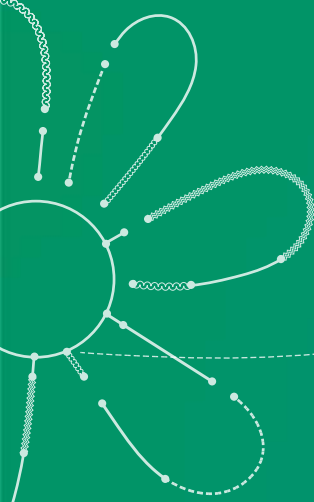
Tools such as the Tuesday Talks (online knowledge sharing and trust-building) and the ICADP directory were implemented

**29** projects were submitted



The Cooperatives Europe Development Platform (CEDP) has a long-standing presence and experience as a network, and its work provides the basis for the implementation of the ICA-EU Partnership.

International cooperative development platforms are structured according to the needs and specificities of the members within a specific region. ICA Africa organises a consultative meeting that brings together cooperative organisations and other cooperative development actors (such as FAO and ILO) to discuss the need for the establishment of a regional agricultural cooperative organisation.



ICA participates in the pre-Global Summit activity on international development. Cooperative members active on international development meet for a half day dedicated to joint development programs and the strength of networks, which is followed by a workshop for recommendations on knowledge sharing, joint programs, advocacy & donor approach to support the creation of a global cooperative development platform facilitated by the ICA.



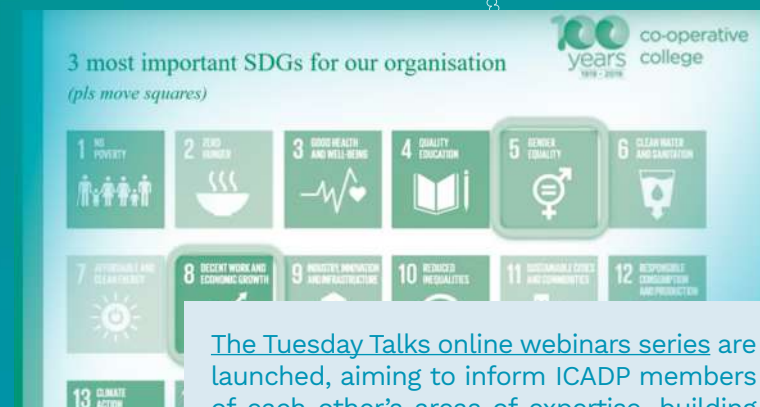
Building on past exchanges on the need to prioritise the creation of a global interlinked cooperative development network, the International Cooperative Alliance Development Platform (ICADP) is created.



ICA Asia-Pacific organises the Sub-Regional Cooperative Development Meeting (CDM) for East Asia, on the theme 'Engaging cooperatives in contributing to the UN Agenda 2030 on Sustainable Development Goals'. It provides a platform for cooperative development actors to coordinate, enhance and broaden their work in relation to the UN SDGs.

The Cooperatives of the Americas Development Platform (CADP) is launched, with 9 members from 7 different countries, permanent observers from 3 European countries and 2 permanent guests from North American countries, contributing to SDG 17.

ICA develops the International Cooperative Alliance Development Platform (ICADP) Directory, a document listing and presenting the members of the platform.



The Tuesday Talks online webinars series are launched, aiming to inform ICADP members of each other's areas of expertise, building on a common understanding on International Cooperative Development and to enhance collaboration.





## stream 5

# ADVOCACY AND POLITICAL DIALOGUE



# ADVOCACY AND POLITICAL DIALOGUE

Cooperatives have a unique profile as both civil society and private sector actors. They are legitimate interlocutors for policy dialogues on economic, social and environmental issues, especially within the sphere of international development. Advocacy for appropriate public policies, capacity building and skills development for sustainable and inclusive growth is an important aspect of this partnership.

[#coops4dev©](#) contributed to developing effective dialogue mechanisms on international development between cooperatives and multilateral institutions. At EU-partner

country level, EU Delegations and national institutions were made aware of the importance of including cooperatives into the elaboration, implementation and monitoring of national strategies for economic and social development. Advocacy efforts to achieve enabling environments for cooperatives were reinforced through the collaboration with partner organisations and international institutions at regional and global level.

## SOME RESULTS:

- 28 Global and Regional policy events
- 184 Bilateral policy dialogue meetings
- 44 Active sessions on Global and Regional EU Policy Forum on Development
- 2 Global Youth Forum – Cooperative Entrepreneurship ([GYF20](#) and [GYF21](#))
- 14 Sessions at the [European Development Days \(EDDs\)](#)
- 57 Direct interactions with European Delegations

To strengthen cooperative institutions in the Asia Pacific region, ICA Asia-Pacific engages with the regional entities such as the Association of South East Asian Nations (ASEAN), the Gulf Cooperating Countries (GCC) and the South Asian Association for Regional Cooperation (SAARC) in Kathmandu, Nepal. Mr. Arjun Bahadur Thapa, Secretary General of SAARC attends the Regional Consultation and expresses the wish to develop a SAARC Blueprint for Cooperatives and formation of a regional consortium of cooperatives for deeper integration.



Since 2016, Cooperatives Europe, through its development platform (CEDP) has been actively participating in the European Development Days (EDDs) in Brussels, Belgium through different activities around cooperatives and international development. During the 2018 edition,

Cooperatives Europe first session application is selected, a Brainstorming on youth and gender equality. This leads to many more session activities on cross cutting topics in the upcoming years, such as inequalities, peace-building and the EU Green Deal.



In May 2017 the European Union adopted the new Consensus on Development. The document is a joint agreement among the most important EU Institutions – Commission, Parliament and Council. It provides the framework for a common approach to development policy, responding to the 2030 Agenda on Sustainable Development. After a year of consultations, Cooperatives Europe achieved three distinct mentions highlighting the importance of cooperatives as key actors within the document.

Coop Americas participates in the 4th Cooperative Summit of parliamentarians in Montevideo, Uruguay, aiming to strengthen advocacy processes for the development of favorable legislation, as well as to increase the knowledge of national parliamentarians on the importance of the cooperative sector.





ICA Asia-Pacific launches the first Asia Pacific Cooperative Youth Summit (APCYS) with the theme 'Youth, Co-operatives and the Power of Innovation and Entrepreneurship' in Indonesia. It brought together 70 young cooperators from 17 countries and provided a platform for youth to interact and network with each other, exchange with cooperative entrepreneurs, and participate in pitch and team activities. This was followed by APCYS 2.0 and APCYS 3.0.

The Global 'Cooperatives in Development' Forum, the second global policy event on international development, takes place during the General Assembly of the ICA in Kuala Lumpur, Malaysia. Representatives of the ILO, EU Commission, CSO Partnership and ITUC are invited to speak at the conference. The morning focuses on political aspects, and the afternoon session focuses on field cases and the value of the cooperative model in a partnership.

Policy officers of the different offices participate in the Global Policy Forum on Development (PFD) and make valuable contacts at EU, regional and global level for advancing global advocacy work. In the next years, they keep on attending a series of meetings in the framework of the PFD, which brings together Civil Society Organisations (CSOs) and local authorities from the European Union and partner countries with European Institutions and bodies.



ICA Africa holds the 2nd Youth Conference in Goma, DR Congo, on 'Harnessing Innovation among Youth through Cooperatives', to enhance participation of African youth in cooperatives and call for an enabling environment that encourages youth to join existing cooperatives or form youth cooperatives. The following year, the 3rd Cooperative Youth Conference for Africa takes place in Eswatini.

At the ICA Global Conference 'Cooperatives for Development' in Kigali, Rwanda, different activities are organised under the ICA-EU Partnership. This includes an Opening Ceremony, with a keynote address by Vandana Shiva; 4 Parallel Sessions focused on 4 specific SDGs such as SDG 5, 8, 10 and 12. A Plenary Session on the Environment, and a Coop Cinema session with a projection of aroundtheworld.coop documentaries.



The first ICA global youth event, the Global Youth Forum - Cooperative Entrepreneurship 2020 (GYF20) is organised in Kuching, Sarawak, Malaysia. It brings together 140 participants and 35 trainers from 50 countries. With 120 organised capacity-building sessions, the event aims at addressing the needs of young entrepreneurs by improving their skills and knowledge, and making the cooperative model as relevant as possible to the global challenges in the changing world of work. The following edition, the GYF21 takes place online the next year.



The #coops4dev® Final Event takes place online. This is time for the staff and partners of the ICA-EU Partnership to reflect on what has been achieved throughout the years and discuss how cooperatives can prevail as key actors in international development, to better cope with the world's most pressing challenges and build a better future for all.

Cooperatives' added value as development actors, contributing to sustainable development, the achievement of the SDGs and the creation of prosperity and decent jobs, has been extensively recognised in the Neighbourhood, Development and International Cooperation Instrument (NDICI) - Global Europe, the instrument that governs the EU budget on international development for the period 2021-2027.

ICA Africa and ICA Asia-Pacific jointly organise a Cooperative Development Conference (CDC) focusing on cooperatives and stakeholders in the Middle East and North African (MENA) region to exchange knowledge, develop common positions and promote collaboration to develop cooperatives in the region.

ICA takes part in the High-Level Political Forum (HLPF 2020) with the side event 'Cooperatives: A resilient model in time of crisis and beyond'. The session looks at fighting inequalities and increasing benefits through cooperatives, and particularly at how youth cooperatives and youth involved in cooperatives can make the change for the generations to come – a transition towards a socially just and fairer economy. An online exhibition on aroundtheworld.coop's work is also showcased on the event's website. In 2021, participation at HLPF 2021 with ILO, UNDESA, FAO and ITC on the theme 'Rebuild better together: cooperatives' contribution to a people-centred and environmentally just recovery'.



## stream 6

# ALLIANCE BUILDING WITH CSO ACTORS

# ALLIANCE BUILDING WITH CSO ACTORS

Cooperatives are an important vehicle for reducing inequalities, contributing to local inclusive and sustainable growth and improving human development. However, the cooperative movement is just one actor among others in international development.

The ICA-EU Partnership believes that it is important to not only collaborate with cooperative members, but also with external actors that share the common goal of creating just and inclusive economies for all.

#coops4dev© has successfully created synergies between the cooperative movement and different development actors, such as multilateral organisations, and other Civil Society Organisations. For that, it has highlighted common areas of interest to enlarge collaborative activities beyond our existing membership, and to open up to working with external actors on advocacy and common goals - such as human development and inclusive economies.

## SOME RESULTS:

- ‘Transforming our world: A cooperative 2030 series’:

17 briefs by COPAC (Committee for the Promotion and Advancement of Cooperatives)

- Collaboration with other organizations working under the European Union’s Framework Partnership Agreements (FPAs)

31 relations built with Civil Society Organisations



since beginning

**FAIR TRADE  
movement**



**ILO**

**CONCORD**

financial instruments  
towards private  
sectors in development

**TRADE  
UNIONS**

decent jobs  
and inequalities



**UNDESA**



**UN WOMEN**

**WECF**

women  
economic empowerment  
and climate action



**AFLATOUN**

Education and  
youth empowerment

**OAS**



**ECLAC**



Cooperatives Europe becomes a member of SDG Watch Europe, the EU cross-sectoral alliance of Civil Society Organisations working together to ensure the implementation of the United Nations' Sustainable Development Goals (SDGs).

ICA signs the International Fairtrade Charter, as a clear support of the Cooperative Movement towards a longstanding partner at multiple levels. The International Fair Trade Charter sets out a different vision: a world in which justice, equity and sustainable development are at the heart of trade structures, business models and practices so that everyone, through their work, can maintain a decent and dignified livelihood and develop their full human potential.

ICA, as a member of the Committee for the Promotion and Advancement of Cooperatives (COPAC), starts co-writing the 'Transforming our world: A cooperative 2030 series' COPAC briefs – highlighting the 'best kept-secrets' of cooperatives when it comes to achieving the SDGs, with concrete examples from the field that justify how the local impact contributes to tackling global challenges. As part of COPAC, each year, the ICA co-organises and takes an active part in the International Day of Cooperatives.



Transforming our world: A cooperative 2030 series produced by the Committee for the Promotion and Advancement of Cooperatives (COPAC). Through a series of 17 briefs, one for each Sustainable Development Goal (SDG), COPAC hopes to raise awareness about the significant contributions of cooperatives towards achieving the 2030 Agenda in a sustainable, inclusive and responsible way, and to support their efforts.

The series focuses on strengthening the means of implementation and revitalizing the global partnership for sustainable development.



ICA Asia-Pacific engages with the Asian Farmers' Association for Sustainable Rural Development (AFA), La Via Campesina (LVC), Food and Agriculture Organization of the United Nations (FAO), SAARC Agriculture Center (SAC) in Kathmandu, Nepal for the First SAARC Agri Cooperative Business Forum themed 'Organizing and Strengthening Family Farmers Cooperatives to attain SDGs 1 and 2 in South Asia'.

ICA Africa signs a cooperation agreement with Women Engage for a Common Future (WECF); an FPA signatory to implement a project with their Ethiopian member Oromia Coffee Farmers Cooperative Union (OCFCU) on promoting decentralised energy and water technologies by qualifying cooperative technology ambassadors in Ethiopia. The project seeks to support the empowerment of existing actors and strengthen the cooperatives as well as households in order to plan, finance and operate the energy and water supply by themselves.

ICA Africa and Aflatoun International sign a Memorandum of Understanding (MOU) committing to work together to empower children and young people with social, financial, and entrepreneurial skills across the African continent. The collaboration aims to increase the capacity of youth in cooperatives and promote social and financial education for young people.



Senior Representatives of Cooperatives of the Americas, meet with the Secretary General of the OAS, Luis Almagro, in order to sign an MOU, among others, with the aim of the ‘promotion of the cooperative model’ and the ‘development and implementation of joint investigations.’

On 1 December, Cooperatives Europe, Fair Trade Advocacy Office and CONCORD launch their joint report “Mind our business: Amplify the transformative power of sustainable and inclusive business models through EU external action”.



Continuing the construction of strategic alliances, the MOU between Cooperatives of the Americas and ECLAC is signed, within the framework of a joint activity in the participation of President Graciela Fernández Quintas (CUDECOOP-Uruguay), Carla Decker (NCBA-CLUSA, USA), Alfredo Arana (COFIA, Colombia) and Luis Alvez (CICOPA, Uruguay). Coop Americas also had an important role during the 36th FAO Regional Conference to establish the regional priorities of the organisation for the next two years.



## stream 7

# VISIBILITY AND COMMUNICATIONS





# VISIBILITY AND COMMUNICATIONS

The lack of visibility and knowledge of the cooperative model can lead to untapped economic and social development opportunities. Therefore, the Partnership team has prioritized strong cooperative visibility to raise awareness on the role and relevance of the cooperative movement as a development actor.

Over the years, the ICA-EU Partnership has managed to build a strong and recognizable global brand: [#coops4dev®](#). Based on coordinated communication strategies, the global and the four ICA regional offices have been producing a

constant feed on social media and online platforms that has managed to reach different target audiences - from young and aspiring cooperators to international institutions.

[#coops4dev®](#) now resonates with people within and outside the cooperative movement in all regions. It has built a sense of community and active engagement, whilst leaving a brand legacy that offers further opportunities to capitalise on.

## SOME RESULTS:

- [coops4dev.coop](#), the online platform presenting [#coops4dev®](#) outputs, including an interactive map showcasing the work on the Legal Framework Analysis (LFA) and the mapping research

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[documentary films](#) on cooperatives produced with [aroundtheworld.coop](#)

- [Edu4all.coop](#), the hub featuring all knowledge initiatives and learning tools developed under the Partnership

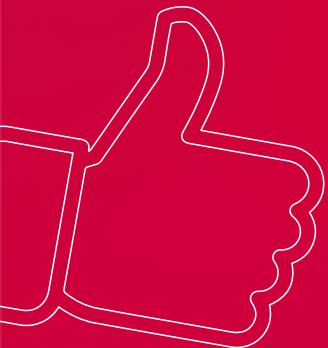
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[Joint narrative](#) on the added value of cooperatives in development processes.

All offices develop a Joint Narrative on cooperative development and a Joint Visibility Strategy to work together to better establish cooperatives as a relevant actor in the development sector, increasing their visibility at regional and global levels. The identity of #coops4dev® is defined, and Communications Officers from all offices start to promote its work in a coordinated way on different channels, for the duration of the Partnership.



ICA Asia-Pacific conducts the Coops Speak with Ms. Simel Esim, Head of the Cooperatives Unit of the International Labour Organization, in Geneva, to connect a global cooperative movement leader with members and supporters of cooperatives via social media and give them the opportunity to ask questions.



Cooperatives Europe promotes the work of members of the Cooperatives Europe Development Platform (CEDP) via the regular update of a webpage that features the projects of members all around the world.



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At the 'Global Cooperatives in Development' conference in Kuala Lumpur, Malaysia, the Coordination Unit organises the exhibition 'Coops and the SDGs' featuring photographs and short stories of cooperatives from around the world working towards achieving the SDGs.

All ICA offices launch and take part in the 'Coops for 2030' campaign, a campaign for cooperatives to learn more about the United Nations' Sustainable Development Goals (SDGs), commit pledges to contribute to achieving the SDGs, and report their progress.

**CO/OPS**  
for 2030

[Aroundtheworld.coop](#) now travels to Asia-Pacific to document three cooperatives, supported by ICA Asia-Pacific. They visit [Bhabishya Nirman Sana Kishan](#), (Nepal), which reverts big landlords abuses by providing access to credit and finance trainings to smallholder farmers'; [Kope-rasi MRSM Kepala Batas Berhad](#) (Malaysia), an innovative school cooperative where members are both student and professors; and Boomalli Aboriginal Artists [cooperative](#) (Australia).

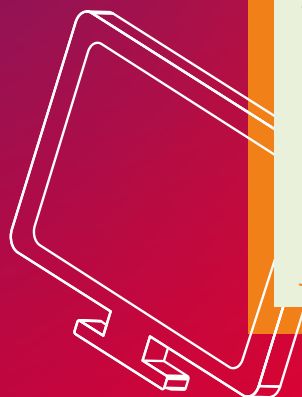
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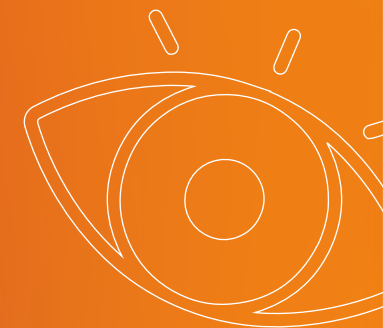
[Aroundtheworld.coop](#), with the support of [ICA Africa](#), documents two cooperatives in Africa. They visit the Moroccan women's cooperative [Toudarte](#), which helps women reach financial independence through organic argan oil production, and [Coprорiz-Ntende](#), a rice growers cooperative working at eradicating poverty and increasing food security in Rwanda.



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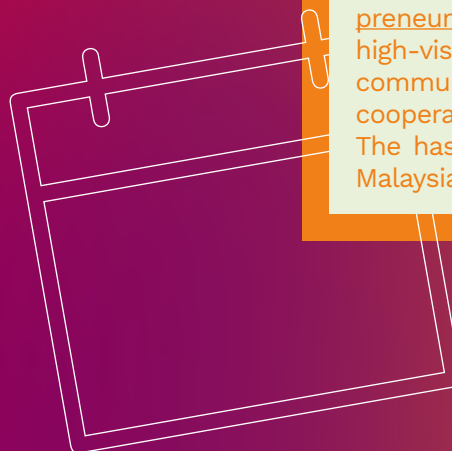


The [coops4dev.coop](https://coops4dev.coop) online platform is launched. This collaborative website managed and updated by all ICA offices showcases resources and materials produced under the Partnership in the three ICA official languages. Its main component is an interactive world map, allowing users to browse the content of the Legal Framework Analysis (LFA) and mapping country reports in a user-friendly way. All offices take part in a long-term joint social media campaign to promote this content.



ICA Asia-Pacific produces some [country snapshots](#) providing an overview of cooperatives in a number of countries and touching upon their contribution to the economy, history, legal frame, presence, and association with international bodies. These were used extensively during the ICA President Mr. Ariel Guarco's visit to the Asia-Pacific region.

Thanks to the coordinated efforts of all offices, the [Global Youth Forum – Cooperative Entrepreneurship 2020 \(#GYF20\)](#) turns out to be a high-visibility event and establishes a strong community of young people interested in the cooperative model that lives on after the event. The hashtag [#GYF20](#) is trending on Twitter in Malaysia during the event.





Aroundtheworld.coop, with the help of Coop Americas, starts their trip in the Americas. They document a number of cooperatives including the CheeseBoard Collective (USA), based on the 'equal pay for equal work' concept; COP-PALJ (Brazil), a 'babaçu-breakers' coop that is a vehicle for women empowerment and poverty reduction; Up & Go (USA), a platform cooperative for cleaning services; Creando Conciencia (Argentina), a worker coop that recycles waste and transforms it; and Castalia (Uruguay), a housing cooperative. They also produce a documentary on several renewable energy coops in Costa Rica.

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Cooperatives of the Americas, with the support of the Colombian media Perspectiva, launches CoopsTV. Through different thematic episodes, it aims at connecting members of the cooperative movement in the region to propose alternatives to mitigate the socio-economic impact generated by the COVID-19 pandemic.

Aroundtheworld.coop travels to Europe; with the support of Cooperatives Europe, they visit and document Kooperatywa Dobrze (Poland), a food cooperative working with local farmers to provide members with sustainable high-quality food at a fair price. In Italy, they visit Casa di Alice and the Altri Orizzonti – Jerry Essan Masslo cooperative, which are working for social and economic integration of migrants and the recovery of confiscated lands from the mafia.



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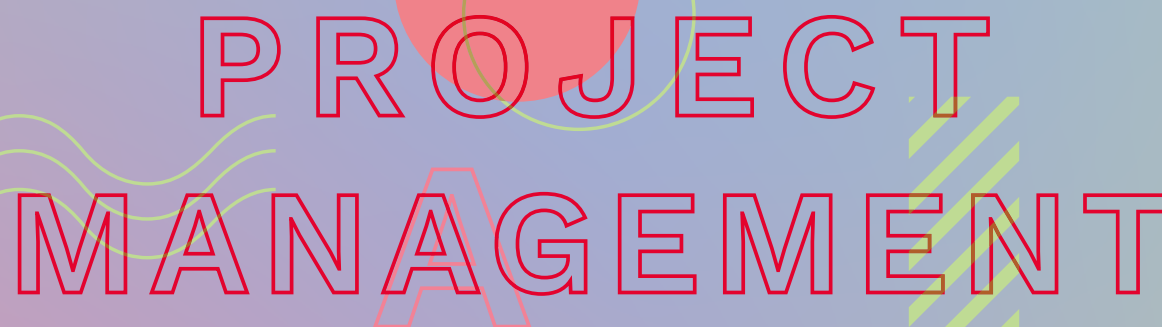
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stream 8

# PROJECT MANAGEMENT



# PROJECT MANAGEMENT

An efficient project management with a monitoring, evaluation, and quality assurance system is crucial to enable a network of this size to deliver a successful action. This needs to be combined with sound understanding by the people involved in the implementation, from operational tasks to strategic planning.

#coops4dev© worked with cloud-based technology to provide access to all documents and tools around the clock, established harmonized quantitative and qualitative monitoring tools and implemented direct output

assessment comparing the achieved results with the set of indicators defined. A financial monitoring tool allowed for real-time insights on the expenditures from the different regions and a monthly cross-check of the accounts. Compliance with the European Commission procedures for reporting, financial management, contracting, procurement, communication and visibility were ensured.

## SOME RESULTS:

- 1 kick-off workshop
- 4 annual coordination meetings
- 5 annual reports of the coordination and program units
- 5 financial audits
- 1 final external evaluation
- 3 Result Oriented Monitoring (ROM) missions





Neven Mimica, EU Commissioner in charge of International Cooperation & Development, signs a multiannual Framework Partnership Agreement with the ICA global and regional offices. This agreement was driven by Cooperatives Europe's development work over the last decade.

The first meeting of the Strategy Unit is held. The Strategy Unit is composed of the Regional and Global Directors. They will meet several times each year from now on.

The Operational Kick-off Meeting of the ICA-EU Partnership is held in Brussels, Belgium, to explain the implementation guidelines, capacity building and EuropeAid standards, with the participation of the regional offices of ICA Africa, Cooperatives of the Americas, ICA Asia-Pacific and the Coordination Unit from Cooperatives Europe and ICA Global.







Cooperatives of the Americas hosts the First Annual Review Meeting in San José, Costa Rica, and team-building includes a visit to a coffee cooperative in Costa Rica, in which all staff members participate!

Annual Review Meetings gather [#coops4dev®](#) staff members and provide the opportunity to review the past year, to share best practices, and to plan the year ahead among all ICA offices. They foster harmonisation, teamwork and cooperation across the different teams and network groups. In order to prepare for the Annual Review Meetings, all offices conduct meetings at the regional level. Find out more about the training approach of the ARMs in [Stream 1](#).



The first Annual Finance Audit is carried out. The preparation of the Annual Audit consists in a systematic process that is run over the year, to ensure compliance with EU procedures in terms of eligibility. The process is repeated every year.

### 1. Internal quarterly reporting

Every quarter, the Coordination Unit proceeds a verification of the Quarter financial reports submitted by all regional offices. After this verification and a feedback report to the offices, a transfer of funds is done for each office based on the amount executed and the forecast done for the upcoming quarter.

### 2. Mid-term audit

After half a year, a mid-term or interim audit is conducted by an external auditor. The purpose is observing how the first half of the year went, adjusting practices if necessary and reducing the documents to be reviewed at the end of the year.

### 3. Annual audit

At the end of each financial year, the Coordination Unit starts the preparation for the closing by doing a first assessment of all the expenses and documents submitted. After that, an internal pre-audit is done together with FINEP to ensure that all the EU guidelines are followed, providing recommendations and feedback to all the regional reports. To conclude the process, an External Auditor reviews all offices and the consolidated report, verifying all the expenses and following the Terms of Reference defined by the contract with the European Commission.





ICA Asia-Pacific hosts the second Annual Review Meeting in New Delhi, India. Team-building is fostered during the visit of a cooperative university in New Delhi to which all staff members participated.



The ICA-EU Partnership underwent 3 Result Oriented Monitoring (ROM) missions, declaring #coops4dev® as a benchmarking program because of its innovative character, inclusive and open-source data access, strong stakeholder and partner engagement, professionalism of the staff, high impact of the activities and outstanding results. The Partnership received highest marks on all aspects analysed, namely relevance, effectiveness, efficiency and sustainability.

ICA Africa hosts the third Annual Review Meeting in Nairobi, Kenya. This year, the team-building consists in exploring the Cooperative University of Kenya.



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## STRATEGY UNIT STAFF MEMBERS



**BRUNO  
ROELANTS**

DIRECTOR-GENERAL  
INTERNATIONAL  
COOPERATIVE ALLIANCE



**DR. CHIYOGE  
BUCHEKABIRI  
SIFA**

REGIONAL DIRECTOR  
ICA AFRICA



**DANILO  
SALERNO**

REGIONAL DIRECTOR  
COOPERATIVES  
OF THE AMERICAS



**BALASUBRA-  
MANIAN (BALU)  
IYER**

REGIONAL DIRECTOR  
ICA ASIA-PACIFIC



**AGNES  
MATHIS**

REGIONAL DIRECTOR  
COOPERATIVES EUROPE

## COORDINATION UNIT STAFF MEMBERS



**MARC NOËL**

INTERNATIONAL  
DEVELOPMENT DIRECTOR  
ICA  
& COOPERATIVES EUROPE



**GEORGIA  
PAPOUTSI**

POLICY COORDINATOR  
ICA





**ANDREEA  
TEODORA**

COORDINATION OFFICER  
**ICA**



**INÉS  
SEGUÍ**

COMMUNICATIONS OFFICER  
**ICA**



**WENDY  
WINKELHUIJZEN**

FINANCE AND  
ADMINISTRATION MANAGER  
**ICA**



**ALESSIA AZARA**

FINANCE OFFICER  
**ICA**



**SILVIA  
SCHIAVON**

PROGRAM COORDINATOR  
**COOPERATIVES EUROPE**



**JEFFREY  
MOXOM**

RESEARCH COORDINATOR  
**ICA**



**JOHN  
EMERSON**

RESEARCH OFFICER  
**COOPERATIVES EUROPE**



**HELEEN  
HEYSSE**

EU POLICY OFFICER  
**COOPERATIVES EUROPE**



**HANNA  
PERSSON**

EDUCATION AND TRAINING  
OFFICER  
**COOPERATIVES EUROPE**





**LAURA  
AGUILLON**

COMMUNICATIONS OFFICER  
**ICA  
& COOPERATIVES EUROPE**



**ARIELLE  
ROMENTEAU**

FORMER RESEARCH  
COORDINATOR  
**COOPERATIVES EUROPE**



**PAOLA  
BELLOTTI**

FORMER FINANCE  
AND ADMINISTRATION  
MANAGER  
**ICA**



**CATARINA  
SANTOS**

FORMER COMMUNICATIONS  
OFFICER  
**ICA**



**DAVID  
FERREIRA**

FORMER FINANCE  
AND ADMINISTRATION  
MANAGER  
**ICA**



**ASMA  
ATBIB**

FORMER FINANCE OFFICER  
**ICA**

## ICA ASIA-PACIFIC STAFF MEMBERS



**MOHIT  
DAVE**

PROGRAM MANAGER  
**ICA ASIA-PACIFIC**



**KULBHUSHAN  
KUKREJA**

FINANCE AND  
ADMINISTRATION DIRECTOR  
**ICA ASIA-PACIFIC**



**GANESH  
GOPAL**

PROGRAM OFFICER  
**ICA ASIA-PACIFIC**



**SHIVALI  
SARNA**

COMMUNICATION  
AND MEMBERSHIP  
DEVELOPMENT OFFICER  
**ICA ASIA-PACIFIC**



**SIMREN  
SINGH**

PROGRAM OFFICER  
**ICA ASIA-PACIFIC**



**SAVITRI  
SINGH**

FORMER POLICY OFFICER  
**ICA ASIA-PACIFIC**



**P SANTHOSH  
KUMAR**

FORMER PROGRAM MANAGER  
**ICA ASIA-PACIFIC**



**ANAM  
MITTRA**

FORMER COMMUNICATION  
AND MEMBERSHIP  
DEVELOPMENT OFFICER  
**ICA ASIA-PACIFIC**



**DEVIKA  
SINGH**

FORMER COMMUNICATION  
AND MEMBERSHIP  
DEVELOPMENT OFFICER  
**ICA ASIA-PACIFIC**



**IVJYOT  
SINGH**

FORMER PROGRAM OFFICER  
**ICA ASIA-PACIFIC**



## ICA AFRICA STAFF MEMBERS



**DR. ROSE  
KARIMI**

PROGRAM MANAGER  
**ICA AFRICA**



**GEOFFREY  
ASIRA**

COMMUNICATION  
AND IT OFFICER  
**ICA AFRICA**



**MELVIN FODAY  
KHABENJE**

RESEARCH OFFICER  
**ICA AFRICA**



**ARNAULD  
AGANZE ZOZO**

POLICY OFFICER  
**ICA AFRICA**



**VIRGINA  
MUKAMI  
MWAURA**

FINANCE AND  
ADMINISTRATION OFFICER  
**ICA AFRICA**



**ERICK  
OBONGO**

PROJECT OFFICER  
**ICA AFRICA**



**CAROL  
SEKYEWA**

FORMER PROJECT MANAGER  
**ICA AFRICA**



**JOSEPH  
NJUGUNA**

FORMER POLICY OFFICER  
**ICA AFRICA**



**SALOME  
WAVINYA KIMEU**

FORMER FINANCE AND  
ADMINISTRATION MANAGER  
**ICA AFRICA**

## COOPERATIVES OF THE AMERICAS STAFF MEMBERS



**CARLOS  
GONZÁLEZ**

PROGRAM MANAGER  
**COOPERATIVES  
OF THE AMERICAS**



**FERNANDO  
BRAGADO**

KNOWLEDGE MANAGEMENT  
OFFICER  
**COOPERATIVES  
OF THE AMERICAS**



**LENA  
GROTHE**

DEVELOPMENT OFFICER  
**COOPERATIVES  
OF THE AMERICAS**



**NATALIA  
GONZÁLEZ  
ROMERO**

COMMUNICATIONS OFFICER  
**COOPERATIVES  
OF THE AMERICAS**



**LAUREN  
NARANJO**

FINANCE OFFICER  
**COOPERATIVES  
OF THE AMERICAS**





**Let's keep on working to  
build a cooperative world  
that leaves no one behind!**

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[www.coops4dev.coop](http://www.coops4dev.coop)



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Co-operative Alliance