



# ICA GLOBAL COOPERATIVE CONFERENCE

COOPERATIVES BUILD  
PROSPERITY FOR ALL  
25 - 30 November, 2024  
Bharat Mandapam, New Delhi, India



International Year  
of Cooperatives

Cooperatives Build a Better World



# ICA GLOBAL COOPERATIVE CONFERENCE

AND THE LAUNCH OF THE  
**UN-International Year of Cooperatives**

#ICANewDelhi2024 | #NamasteICA | #IYC2025 | #coops4dev



“NON-COOPERATION WITH EVIL  
IS AS MUCH A DUTY AS IS  
COOPERATION WITH GOOD”

MAHATMA GANDHI





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### **THEME I: Enabling Policy and Entrepreneurial Ecosystems**

Adequate legal-policy frameworks and their implementation is key. Endorsements, partnerships and concrete support by the international community and by essential stakeholders will ensure significant development support for cooperatives

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Co-create a new class of inspirational leaders while recognising the cooperative enterprise model by itself is a leader among business types. Cooperative business-savvy and inspiring leaders should be developed and supported for their seamless contribution to strengthening cooperatives both locally and globally

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The present is rapidly evolving. Technology is changing every day and the world faces a future of growing crisis. Cooperatives can help to create urgent digital solutions to this, which tackle issues around data, sustainability, climate and the capital conundrum. Cooperatives should help to address the imbalance of power and concentration of capital that digitalisation processes have created, and to harness digitalisation to create new collaborations, economic and market benefits, alternative business models and educational opportunities

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# Welcome

Welcome to the biennial Global Cooperative Conference of the International Cooperative Alliance (ICA) organised together with the Indian Farmer Fertiliser Cooperative (IFFCO), in cooperation with the cooperative movement of India and in coordination with the Union Ministry of Cooperation, Government of India.

The theme of the Conference – **Cooperatives Build Prosperity for All** – is inspired by the motto of the National Cooperative Union of India, and the central tenet of the government’s aspirations for cooperatives.

This Conference marks the Global Launch of the United Nations International Year of Cooperatives 2025 making this a once in a generation event!

**Conference Dates: 25-27 November 2024**

**ICA regional, sectorial and committee events: 28 November 2024**

**Film Screenings and Social Events: [18:00 onwards] 25-28 November 2024**

**ICA Global Coopathon: 25-28 November 2024**

**ICA General Assembly: 29 November 2024**

All activities will take place at the Bharat Mandapam, New Delhi, India.



## Programme at a glance

### 24 November 2024

(All venues in Bharat Mandapam)

Time (IST)	Event	Location
08:00 - 20:00	Registration	Badges distributed at designated hotels

### 25 November 2024

(All venues in Bharat Mandapam)

Time (IST)	Event	Location	Speakers/Participants
09:00 - 11:00	ICA Board Meeting (Invite only)	MR19	ICA Board Members (09:00-09:20: Mr. Dileep Sanghani, President NCUI and IFFCO; Mr. K. Ravinder Rao, Chairperson, NAFSCOB)
11:30 - 12:20	Arizmendiarieta Social Economy Think Tank Session	MR18	<ul style="list-style-type: none"> <li>Ms. Amparo Merino, Secretary of State for Social Economy, Government of Spain</li> <li>Mr. Jokin Diaz, Social Economy Director, Basque Government</li> <li>Ms. Leire Muguerza, Vice President, CEPES</li> <li>Mr. Iñigo Albizuri, Basque Cooperatives</li> <li>Along with Mr. Luis Miguel Jurado, Mr. Osamu Nakano, Mr. Patxi Olabarria, Ms Saioa Arando, Dr. Sonja Novkovic, Dr. Carlos Zarco</li> </ul>

Time (IST)	Event	Location	Details
12:20-13:00	United Nations Commitment to advance the Cooperative Agenda	MR18	<p><b>Chaired by:</b> Mr. Jeroen Douglas, ICA Director General</p> <p><b>Moderator:</b> Manish Gupta, Director of Strategy and Joint Ventures, IFFCO</p> <p><b>Panellists:</b></p> <ul style="list-style-type: none"> <li>Ms. Wenyan Yang, Chief, Social Perspective on Development Branch at the United Nations</li> <li>Dr. Srinivas Tata, Director, Social Development Division, United Nations Economic and Social Commission for Asia Pacific</li> <li>Representative of the Union Ministry of Cooperation, Government of India</li> <li>Mrs. Savitri Singh, Deputy Chief Executive, National Coop</li> <li>Mr. Sidharth Jain, Joint Secretary, Representative of the Union Ministry of Cooperation, Government of India</li> </ul>
11:30-13:30	Lunch served for all delegates		
12:30 - 13:30	All participants assembled and seated in the Plenary Hall		
14:00	Gates closed for security reasons   All participants expected to be seated in the Plenary Hall		
14:00 - 14:35	Special session <b>Communication 4 Cooperation: 2025 an opportunity year</b>	Plenary Hall	<p>This is a call to action to seize the opportunity the IYC 2025 offers to raise the visibility of cooperatives. Do cooperators know all the initiatives already developed within the cooperatives movement: let's be proud of it and spread the word, interconnect, act, share.</p> <ul style="list-style-type: none"> <li>Mr. Iñigo Albizuri Landazbal, Global Public Relations Head, Mondragon Corporation</li> <li>Ms. Leire Luengo, ICA Director of Communications</li> <li>Mr. Howard Brodsky, President CCA Global</li> <li>Ms. Rinky Kumari, Social Entrepreneur, Football Coach from Jharkhand, India</li> </ul>
14:35-15:00	Videos about Cooperatives and Sponsors		
15:00 - 16:30	Official Launch of the United Nations International Year of Cooperatives 2025 <i>Under approval from the office of the Prime Minister of India</i>		
16:35 - 17:05	Networking Break		

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## Programme at a glance

**25 November 2024** (continued)

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants
17:05 - 18:00	<b>Celebrating Cooperatives Building Prosperity for All</b> <i>Bridging culture, continuity and innovation</i>	
	<b>Facilitation of representatives of regions that have attained prosperity through cooperatives by Dr. Ariel Guarco, ICA President and Mr. Dileep Sanghani, President, IFFCO and NCUI</b>	
	<b>Emilia Romagna, Italy</b>	• Mr. Simone Gamberini, co-President, Italian Cooperative Alliance and Legacoop President
	<b>Basque Country, Spain</b>	• Mr. Jokin Diaz Director of Social Economy in the Basque Government • Ms. Rosa Lavín Ibarra, President of KONFEKOOP
	<b>South Korea</b>	• Mr. Ho Dong Kang, Chairperson, NACF
	<b>Financial cooperatives, Germany</b>	• Mr. Thomas Mende, DZ Bank • Mr. Andreas Kappes, International Raiffeisen Union (IRU)
	<b>Cooperative culture of Brazil</b>	• Dr. José Alves de Souza Neto, President, Cooperatives of the Americas
	<b>Hokkaido, Japan</b>	• Mr. Toru Yamano, President, JCA and JA-Zenchu
	<b>Yazd and Shiraz, Islamic Republic of Iran</b>	• Mr. Bahman Abdollahi, President, Iran Chamber of Cooperatives
	<b>Cooperative movement in Kenya</b>	• Dr. Esther Gicheru, Deputy Vice-Chancellor in charge of Finance, Planning, and Administration at the Cooperative University of Kenya; Rochdale Pioneer Awardee (2007)
	<b>Anand, Gujarat, India</b>	• Dr. Jayen Mehta, Managing Director, Gujarat Cooperative Milk Marketing Federation (GCMMF) AMUL
	<b>Uralungal, Kerala, India</b> Celebrating 100 years of the Uralungal Labour Contract Cooperative Society Ltd.	• Mr. Ramesan Paleri, Chairman, Uralungal Labour Contract Cooperative Society (ULCCS), Kerala • Dr. Saji Gopinath, Kerala University of Digital Sciences, Kerala
	<b>Kalol, Gujarat, India</b>	• Mr. Yogendra Kumar, Marketing Director, IFFCO

Time (IST)	Event	Speakers/Participants
	<b>Introducing future looking ideas for and by cooperatives: Mr. Jeroen Douglas, ICA Director General and Ms. Wenyan Yang, Chief of UN-DESA</b>	
	<b>Dot Coop World Map</b>	• Ms. Violetta Nafpaktiti, CEO
	<b>Coop Exchange, Malta; UK</b>	• Mr. Aaron Stewart, Deputy CEO
	<b>Video on Coop Capital</b>	• Coop-Exchange
	<b>Arizmendiarieta Social Economy Think Tank</b>	• Ms. Aicha Belassir, Director General of the Social Economy and the Corporate Social Responsibility, Ministry of Labour and Social Economy, Kingdom of Spain • Ms. Leire Mugerza, Vice President, CEPES
	<b>Principle 6 Cooperative</b>	• Mr. Howard Brodsky, President, CCA Global
	<b>ICA Cooperative Entrepreneurship Think Tank</b>	• Mr. Jeroen Douglas, ICA Director-General
	<b>School Cooperatives of Malaysia</b>	• Datuk Seri Dr. Abdul Fattah Abdullah, President, Angkasa Malaysia
	<b>Innovations in Development Finance in India</b>	• Mr. Shaji KV, Chairman, National Bank for Agriculture and Rural Development, India
	<b>Statement on Equality</b>	• Ms. Xiomara Núñez de Céspedes, Chairperson, ICA Gender Equality Committee

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## Programme at a glance

### 25 November 2024 (continued)

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants
18:00 - 19:00	<b>Coopathon Meet &amp; Greet at the amphitheatre (only for Coopathon participants)</b>	
	<b>Note:</b> Coopathon will take place from 09:00 - 20:00 on 26 and 27 November, and from 09:00 - 12:00 on 28 November.	
Time (IST)	Event	Speakers/Participants
18:00 - 19:30	<b>Pioneering today for a better tomorrow   Film screening</b>	
	<b>Words to inspire the leaders of today for a just future for all</b>	<ul style="list-style-type: none"> <li>Mr. Alexandre Gatti Lages, Suprintendente no Sistema Ocemg, Brazil</li> </ul>
	<b>180 Years of the Rochdale Society of Equitable Pioneers</b> Segment to recognise the first society that paid patronage dividends to its members, and ushered in a new era of cooperation in 1844!	Speakers representing cooperatives in the UK <ul style="list-style-type: none"> <li>Ms. Rose Marley, CEO, Cooperatives UK</li> <li>Ms. Denise Scott-McDonald, President, The Co-operative Group National Members' Council</li> <li>Ms. Liz Mclvor, Manager, The Co-operative Heritage Trust</li> </ul>
	<ul style="list-style-type: none"> <li>UK Cooperative Landscape and Our Ambitions</li> <li>Owned by You Right by You Campaign</li> <li>Our Cooperative Heritage</li> </ul>	
	<b>Film Screening: The Rochdale Pioneers (2012)</b> , Dir. Adam Lee Hamilton, John Montegrande	
20:00 onwards	<b>Welcome Dinner hosted by IFFCO at the Multipurpose Hall</b>	
21:00 onwards Last shuttle at 22:00	<b>Shuttles to (select) designated hotels</b>	

## 26 November 2024

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants
07:40 onwards	<b>Shuttles from (select) designated hotels to Bharat Mandapam</b>	From 26 November there will be a counter at Bharat Mandapam where participants can pick up their badges and conference kits and change or correct their names if needed.
08:45	<b>Assembly in Plenary Hall, Bharat Mandapam</b>	
<b>Plenary: Conference Pillar I : Enabling Policy and Entrepreneurial Ecosystems</b>		
09:00 - 09:10	<b>Plenary address</b> Initiatives by the Government of India to facilitate Prosperity through Cooperation	<ul style="list-style-type: none"> <li>Dr. Ashish Kumar Bhutani, Secretary, Ministry of Cooperation, Government of India</li> </ul>
09:10 - 09:30	<b>Keynote address</b> Enabling Policy and Entrepreneurial Ecosystems : The IFFCO Experience	<ul style="list-style-type: none"> <li>Dr. U.S. Awasthi, Managing Director, Indian Farmers Fertilizer Cooperative (IFFCO)</li> </ul>
09:30 - 11:20	<b>Pillar Panels</b>	
09:30 - 10:25	<b>1.A: Conducive Environments for Cooperative Development</b>	
	<b>Moderator</b> - Dr. Nazik Beishenaly, Marie Curie Sklodowska Actions Postdoctoral Researcher, Hertie School	
	<b>Panellists</b>	<ul style="list-style-type: none"> <li>Mr. Giuseppe Guerini, President European Confederation of Industrial and Service Cooperatives Representative of CICOPA on the ICA Board</li> <li>Mr. Ali Aghamohammadi, Member of The Expediency Discernment Council, Islamic Republic of Iran</li> <li>Ms. Amparo Merino Segovia, Spanish Social Economy Secretary of State, Spain</li> <li>Mr. Wycliffe Oparanya, Cabinet Secretary, Ministry of Cooperatives and MSMEs Development, Kenya</li> <li>Ms. Lieve Jacobs, Cooperative Entrepreneurship Advisor, CERA Cooperative, Belgium</li> </ul>
10:25 - 11:20	<b>1.B: Institutional support for Cooperative Development</b>	
	<b>Moderator</b> - Prof. Hagen Henry, Chairperson, ICA Cooperative Law Committee	
	<b>Panellists</b>	<ul style="list-style-type: none"> <li>Ms. Wenyan Yang, Chairperson, UN Committee on the Promotion and Advancement of Cooperatives</li> <li>Dr. Ashish Shah, Director of the Division of Country Programmes, International Trade Centre</li> <li>Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit</li> <li>Ms. Cécile Berranger, Rural Institutions and Services Specialist, FAO</li> <li>Mr. Manish Gupta, Director of Strategy and Joint Ventures, Indian Farmers Fertilizer Cooperative</li> </ul>
11:20 - 11:40	<b>Networking Break</b>	

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## Programme at a glance

**26 November 2024** (continued)

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants
11:40 - 13:00	<b>Parallel Sessions for Enabling Policy and Entrepreneurial Ecosystems</b>	
	<p><b>I.1: Positioning Cooperatives in Global Policy (MR6)</b></p> <p><b>Moderator:</b> Drs. Robby Tulus, ICA Focal Point during the G 20 Presidency of Indonesia in 2022</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Attilio Dadda, Board Member, ICA and Board Member, Italian Cooperative Alliance</li> <li>Ms. Savitri Singh, Deputy Chief Executive, National Cooperative Union of India</li> <li>Mr. Osamu Nakano, Secretary General, Japan Workers Cooperative Union, Japan</li> <li>Ms. Fabíola Nader Motta, General-Manager, Organização das Cooperativas Brasileiras (OCB), Brazil</li> <li>Hon'ble Ms. Jane Sithole, Deputy Minister, Minister of Small Business Development, Republic of South Africa</li> </ul>	<p><b>I.2: Cross-regional Cooperation to Building Prosperity for All (MR7)</b></p> <p><b>Moderator:</b> Ms. Cecile Berranger, Rural Institutions and Services Specialist, FAO</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Dr. Sifa Chiyoge, Regional Director, ICA Africa</li> <li>Mr. Danilo Salerno, Regional Director, Cooperatives of the Americas</li> <li>Mr. Balasubramanian Iyer, Regional Director, ICA Asia and Pacific</li> <li>Ms. Agnes Mathis, Regional Director, Cooperatives Europe</li> </ul> <p><b>Video messages</b></p> <ul style="list-style-type: none"> <li>Nomathemba Mhlanga, FAO</li> <li>Viktorya Ayvazyan, FAO</li> <li>Dr. Luiz Beduschi, FAO</li> </ul> <p><b>Special Discussants</b></p> <ul style="list-style-type: none"> <li>Dr. Sara Vicari, International Expert on rural institutions and policy of cooperative for Near East and North Africa</li> <li>Jeroen Douglas, ICA Director General</li> </ul>
	<p><b>I.3: Transition from Informal to Formal Economy (MR18)</b></p> <p><b>Moderator:</b> Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Olugbenga Ebenezer Komolafe, Founder, Federation of Informal Workers' Organizations of Nigeria (FIWON), Nigeria</li> <li>Ms. Poonsap Tulaphan, Senior Leader, HomeNet, Thailand</li> <li>Ms. Martha Elena Iglesias Escobar, Colombia</li> <li>Ms. Sangeeta Gamit, Megha Indigenous Women Farmers Cooperative, India</li> <li>Mr. Federico Parra, Specialist, Social and Solidarity Economy, WIEGO, Colombia</li> <li>Ms. Natalia Zarza, UTEP, Argentina</li> </ul>	<p><b>I.4: Essential Role of the State in Cooperative Development (MR19)</b></p> <p><b>Moderator:</b> Ms. Wenyan Yang, Chief, UN Department of Economic and Social Affairs</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Abdelfattah Alshalabi, Director General, Jordan Cooperative Corporation</li> <li>Mr. Iosefo Koroidimuri, Director Registrar Cooperatives and OIC Ministry of Trade, Cooperatives, Small and Medium Enterprises, Government of Fiji</li> <li>Ms. Aicha Belassir, Director General of the Social Economy and the Corporate Social Responsibility, Ministry of Labour and Social Economy, Kingdom of Spain</li> <li>Mr. Patrick Kilemi, Principal Secretary, State Department of Cooperatives, Ministry of Cooperatives and MSMES, Kenya</li> <li>Mr. Ammar Anwar Sajwani, Acting Director of Cooperatives &amp; Strategic Stocks Department Entrepreneurship &amp; Economic Regulatory Affairs Sector, United Arab Emirates</li> </ul>
13:00 - 14:00	<b>Lunch Break in the Multipurpose Hall</b>	

Time (IST)	Event	Speakers/Participants
14:15	<b>Assembly in the Plenary Hall</b>	
	<b>Plenary: Conference Pillar II : Nurturing Purposeful Leadership</b>	
14:15 - 14:30	<b>Plenary address</b> India's most recent revolution! Mission to improve health literacy in India by educating people on the importance of reading food labels	<ul style="list-style-type: none"> <li>Mr. Revant Himatsingka, "Food Pharmer", India's most trusted health crusader</li> </ul>
14:30 - 16:20	<b>Pillar Panels</b>	
14:30 - 15:25	<b>II.A: Building Leaders for the Cooperative Movement</b> <b>Moderator</b> - Ms. Ana Aguirre, Chairperson, ICA Youth Committee	<p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Esteban Kelly, Executive Director, U.S. Federation of Worker Cooperatives, USA</li> <li>Ms. Rinky Kumari, Social entrepreneur from Hutup village in Ranchi, India</li> <li>Ms. Dulce Bustamante, Executive Director, Union of Legitimate Service Contracting; Chairperson of the ICA-AP Youth Committee, The Philippines</li> <li>Mr. Roeland Monasch, CEO, Aflatoun International, The Netherlands</li> <li>Ms. Gretchen Hacquard, ICA Director Membership; ICA Youth Committee</li> </ul>
15:25 - 16:20	<b>II.B: Cooperatives Leading the way to shared and sustainable prosperity</b> <b>Moderator</b> - Prof. Cynthia Giagnocavo, Chairperson, ICA Committee on Cooperative Research	<p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Dr. Nelson Kuria, Chairperson, CIC Group, Kenya</li> <li>Mr. Pete Westall, Chief Values Officer, The Midcounties Cooperative, UK</li> <li>Ms. Mirai Chatterjee, Chairperson of SEWA Cooperative Federation Director, SEWA Social Security, India</li> <li>Mr. Ameya Prabhu, President, Indian Chamber of Commerce (ICC)</li> <li>Ms. Xiomara Núñez de Céspedes, Chairperson, ICA Gender Equality Committee</li> </ul>
16:20 - 16:40	<b>Networking Break</b>	

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## 26 November 2024 (continued)

(All venues in Bharat Mandapam)

16:40 - 18:00 Parallel Sessions for Nurturing Purposeful Leadership			
II.1: Building Cooperative Value Chains (MR6)	II.2: Mainstreaming Cooperative Education and Research (MR7)	II.3: Nurturing executive leadership: Perspective from Business Sectors (MR18)	II.4: Values in Cooperative Business: Perspectives from large cooperatives (MR 19)
<p><b>Moderator:</b> Ms. Cecile Berranger, Rural Institutions and Services Specialist, FAO</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Erwin Novianto, CEO, Fairtrade NAPP</li> <li>Mr. Bahman Abdollahi, President, Iranian Chamber of Cooperatives</li> <li>Ms. Altantuya - Tsenden-Ish, Vice chairperson, National Association of Mongolian Agricultural Cooperatives</li> <li>Prof. Cynthia Giagnocavo, Chairperson, ICA Committee on Cooperative Research</li> <li>Ms. Kim Jeonghee, Chairperson of iN Lifecare Cooperative Federation</li> </ul>	<p><b>Moderator:</b> Prof. Ann Hoyt, Emerita Professor at the University of Wisconsin-Madison, USA</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Dr. Arturo Alvarado Hierro, Rector of the MONDRAGON University México</li> <li>Dr. Jacqui Thomassen, CEO, The Co-operative College, UK</li> <li>Dr. Stefanie Friedel, Valorisation coordinator, Kenniscentrum voor Coöperatief Ondernemen (Centre of Expertise for Cooperative Entrepreneurship), KU Leuven, Belgium</li> <li>Prof. Issac Nyamongo, Deputy Vice Chancellor, The Co-operative University of Kenya</li> <li>Mr. Kapil Meena (IAS) Director, National Council for Co-operative Training, India</li> <li>Mr. Remy Gorga Neto, President of OCB/DF, and member of board of directors. Organização das Cooperativas Brasileiras (OCB), Brazil</li> </ul>	<p><b>Moderator:</b> Ms. Rebecca Harvey, Executive Editor, Co-op News</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Dr. Carlos Zarco, President, International Health Cooperative Organization</li> <li>Mr. Hirofumi Kobayashi, Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan</li> <li>Mr. Iñigo Albizuri, President, CICOPA</li> <li>Mr. Bhima Subrahmanyam, President, International Cooperative Banking Association</li> <li>Mr. Blase Lambert, Chief Executive Officer of the Confederation of Co-operative Housing (CCH)</li> <li>Mr. Chandra Sekhar Reddy Tupalle, CEO Mahila Abhivruddhi Society, Andhra Pradesh (APMAS)</li> </ul>	<p><b>Moderator:</b> Mr. Gianluca Salvatori, Secretary General, European Research Institute for Cooperatives and Social Economy, Italy</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Pete Westall, Chief Values Officer, The Midcounties Cooperative, UK</li> <li>Ms. Merav Niv, Head of Cooperative Development &amp; Senior Legal Counsel, Kibbutz Movement, Israel</li> <li>Ms. Chitose Arai, Vice President, Japan Consumer Cooperative Union, Japan</li> <li>Mr. Michael Mugo, Director - Branch &amp; Distribution, CIC Group PLC, Kenya</li> <li>Mr. Santosh Shukla, General Manager, Indian Farmers Fertiliser Cooperative, India</li> <li>Mr. Thomas Blondeel, International Advocacy Officer, SmartCoop, Belgium</li> </ul>
18:15 <b>Assembly in the Plenary Hall</b>			
18:15 - 18:40 <b>Congratulatory message by H.E. Shri Krishan Pal, Hon'ble Minister of State for Cooperation, Government of India</b> <b>Performance: Mero Gaam Katha Parey (From "Manthan")</b> Ms. Preeti Sagar, Singer in Indian Films <b>Remembering Dr. Verghese Kurien - The Milkman of India</b> Mr. Jayen Mehta, Managing Director, Gujarat Cooperative Milk Marketing Federation Ltd. <b>Introduction to Manthan - The Churning</b> Shivendra Singh Dungarpur, Founder, Film Heritage Foundation; Noted film scholar, preservationist and Founder National Film Archive of India			
18:40-20:50 <b>Film Screening:</b> <i>Manthan - The Churning</i> Story by Verghese Kurien; Shyam Benegal. Director: Shyam Benegal			
20:50 onwards <b>"Taste of India"</b> Dinner hosted by AMUL (GCMF) to celebrate the 103rd birth anniversary of Dr. Verghese Kurien			
21:00 onwards <b>Shuttles to (select) designated hotels</b> Last shuttle at 22:00			

## 27 November 2024

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants
07:40 onwards	Shuttles from (select) designated hotels to Bharat Mandapam	
08:45	Assembly in Plenary Hall, Bharat Mandapam	
<b>Plenary - Conference Pillar III : Reaffirming the Cooperative Identity</b>		
09:00 - 09:15	Announcing the release of the book "Cooperatives in Action: Enterprises with Principles and Values that Change the World" by ICA President Dr. Ariel Guarco	<ul style="list-style-type: none"> <li>Dr. Ariel Guarco, ICA President</li> <li>Dr. Martin Lowery, Former chair of the ICA Board Committee on the Cooperative Identity</li> </ul>
09:15 - 09:30	<b>Plenary address</b> Cooperation as a way of life!	<ul style="list-style-type: none"> <li>Ms. Kendra Pristin, Young cooperator from the Philippines from the Aflatoun-NATTCO programme, The Philippines</li> </ul>
09:30-11:20	<b>Pillar Panels</b>	
09:30 - 10:25	<b>III.A: Perspectives from ICA Global Consultations on the Cooperative Identity</b> <b>Moderator:</b> Ms. Alexandra Wilson, ICA Board Member and Chairperson, ICA Cooperative Identity Advisory Group	
	<b>Panellists</b>	<ul style="list-style-type: none"> <li>Ms. Maria Eugenia Perez Zea, Chair of the Board of Directors of the Coomeva Cooperative Business Group, Colombia</li> <li>Mr. Doug O'Brien, President/CEO, NCBA-CLUSA</li> <li>Ms. Francesca Ottolenghi, Chief of International Relations, Internationalisation and Development Cooperation, LegaCoop Nazionale, Italy</li> <li>Mr. Kenki Maeda, General Manager, Department for Cooperation among Cooperatives, Japan Co-operative Alliance (JCA)</li> <li>Ms. Om Devi Malla, Chairperson, National Cooperative Federation (Nepal)</li> <li>Mr. Hyunha Kim, Head of the Policy Planning Team, iCOOP, Korea</li> </ul>
10:25 - 11:20	<b>III.B: Living our cooperative identity</b> <b>Moderator:</b> Ms. Melina Morrison, CEO, Business Council of Cooperatives and Mutuals, Australia	
	<b>Panellists</b>	<ul style="list-style-type: none"> <li>Ms. Aicha Erriffai, Director General, l'Office de développement de la coopération (Office for the Development of Cooperatives), Morocco</li> <li>Mr. Satish Marathe, Cooperative representative to the Reserve Bank of India</li> <li>Mr. Erbin Crowell, Executive Director, Neighboring Food Co-op Association, Board Member NCBA CLUSA and DotCooperation LLC</li> <li>Ms. Anne-Laure Desgris, Co-CEO, Smart Belgium</li> <li>Prof. Ann Hoyt, Professor Emerita at the University of Wisconsin-Madison, USA</li> </ul>
11:20 - 11:40	<b>Networking Break</b>	

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## Programme at a glance

**27 November 2024** (continued)

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants
11:40 - 13:00	<b>Parallel Sessions for Reaffirming the Cooperative Identity</b>	
	<b>III.1: Cooperatives in the Care-Economy (MR6)</b>	<b>III.2: Promoting Cultural Heritage and Purposes Through Cooperatives (MR7)</b>
	<b>III.3: Cooperatives in Educational Institutions: Strengthening Cooperative Identity through Praxis and Leadership (MR18)</b>	<b>III.4: Resilience as a Response: Case Studies in Hardship Management by Cooperatives (MR19)</b>
	<p><b>Moderator:</b> Diana Dovgan, Secretary General, CICOPA</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>• Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit</li> <li>• Dr. Sonia George, General Secretary, Self Employed Women's Association, and Executive Committee Member of the International Domestic Workers Federation</li> <li>• Mr. Giuseppe Guerini, President, CECOP</li> <li>• Dr. Rose Karimi, Cooperative Advisor, HealthPartners</li> <li>• Ms. Hazel Corcoran, Executive Director Canadian Worker Co-operative Federation</li> <li>• Ms. Melina Morrison, Chief Executive Officer of Australian Business Council of Co-operatives and Mutuals</li> </ul>	<p><b>Moderator:</b> Ms. Christine M. Merkel, International Expert; Member, UNESCO's Expert Facility on cultural policy and governance, Germany</p> <p>Mr. Thomas Mende, Department Director &amp; Head of Committees and Communications, DZ BANK AG (Video)</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>• Mr. Tiago Schmidt, Organização das Cooperativas Brasileiras, Brazil</li> <li>• Ms. Francesca Federzoni, President, Cooperativa Politecnica, Italy</li> <li>• Mr. Guido Schwarzendahl, Chair Cooperative Housing International; GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V (Federal Association of German Housing and Real Estate Companies)</li> <li>• Ms. Liz Mclvor, General Manager, The Co-operative Heritage Trust, UK</li> <li>• Mr. Jokin Diaz, Social Economy Director, Basque Government, Spain</li> </ul> <p><b>Special Discussant from ICA Board:</b></p> <ul style="list-style-type: none"> <li>• Mr. Iñigo Albizuri Landazabal, ICA Board Member and Global Head of Public Affairs, Mondragon Corporation, Spain</li> </ul>
	<p><b>Moderator:</b> Prof. Yashavantha Dongre, Co-Secretary, ICEI &amp; Vice-Chancellor, Chanakya University</p> <p><b>Remarks:</b> Mr. Ganesh Gopal, Secretary, ICA Asia and Pacific Committee on Cooperatives in Educational Institutions (ICEI)</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>• Dr. C. Pitchai, Professor, Gandhigram Rural Institute (GRI), Dindigul, India</li> <li>• Mr. Dato Kamarudin Ismail, Member, ICA Global Board and Board Member &amp; Former Dy. President, ANGKASA, Malaysia</li> <li>• Mr. Patxi Olabarria, President, Basque Cooperative High Council, Spain</li> <li>• Mr. Junki Ito, National Federation of University Co-operative Associations (NFUCA), Japan</li> </ul>	<p><b>Moderator:</b> Ms. LuAnn Werner, Deputy Executive Director, Overseas Cooperative Development Council, USA</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>• Mr. Hiroshi Inamura, Managing Director, Kokumin Kyosai co-op, Japan</li> <li>• Mr. Kishor Kumar, Chief Project Coordinator, Uralungal Labour Contract Cooperative Society Ltd, India</li> <li>• Ms. Anna Tibblin, Secretary General, We Effect, Sweden</li> <li>• Ms. Debbie Robinson, Chief Executive Officer, Central Co-op, UK</li> <li>• Mr. Noel Raboy, CLIMBS Life and General Insurance Cooperative, The Philippines</li> </ul>
13:00 - 14:00	<b>Lunch Break in the Multipurpose Hall</b>	
14:15	<b>Assembly in the Plenary Hall</b>	

Time (IST)	Event	Speakers/Participants
<b>Plenary: Conference Pillar IV : Shaping a Cooperative Future</b>		
14:15 - 14:30	<b>Plenary address</b> Seizing the means of Computation!	<ul style="list-style-type: none"> <li>• Mr. Cory Efram Doctorow, Best Selling author of The Internet Con: How to Seize the Means of Computation</li> </ul>
14:30 - 16:20	<b>Pillar Panels</b>	
14:30 - 15:25	<b>IV.A: Creating and Measuring Cooperative Impact</b>	<p><b>Moderator:</b> Prof. Sonja Novkovic, Professor of Economics and Academic Director of the International Centre for Co-operative Management Saint Mary's University, Canada</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>• Prof. Axel Marx, Deputy Director Leuven Centre for Global Governance Studies, KU Leuven, Belgium</li> <li>• Dr. Sifa Chiyoge, Regional Director, ICA Africa</li> <li>• Prof. Trebor Scholz, Platform Cooperatives Consortium, New York</li> <li>• Dr. Ilcheong Yi, Senior Research Coordinator, UN Research Institute for Social Development, Switzerland</li> <li>• Ms. Tone Cecile Faugli, Managing Director, Fairtrade Norway</li> <li>• Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit</li> </ul>
15:25 - 16:20	<b>IV.B: Market Based Solutions by and for Cooperatives</b>	<p><b>Moderator:</b> Mr. Jeroen Douglas, Director General, ICA</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>• Ms. Rose Marley, CEO, Cooperatives UK</li> <li>• Mr. Shatadru Chattopadhyay, Solidaridad Network Asia, India</li> <li>• Mr. Puvan Selvanathan, President and Founder, Blunumber</li> <li>• Ms. Violetta Nafpaktiti, CEO, DotCoop LLC</li> <li>• Mr. Wouter Vandersypen, Executive Director, Kampani, Belgium</li> <li>• Mr. Aaron Stewart, Deputy CEO, Coop-Exchange, Malta; UK</li> <li>• Mr. Harm Haverkort, Director of Partnerships Asia &amp; Pacific, Rabobank</li> </ul>
16:20 - 16:40	<b>Networking Break</b>	

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## Programme at a glance

### 27 November 2024 (continued)

(All venues in Bharat Mandapam)

Time (IST)	Event	Speakers/Participants		
16:40 - 18:00	<b>Parallel Sessions for Shaping a Cooperative Future</b>			
	<p><b>IV.1: Fit for UN SDG12: Textile Cooperatives as an Alternative Response to Global Demands through a People-Centred Circular Economy (MR6)</b></p> <p><b>Moderator:</b> Ms Annalisa Vallone, International Development Coordinator, Cooperatives Europe</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Ms. Christine M. Merkel, International Expert; International Expert, UNESCO/EU Technical Assistance in Cultural Governance and sustainable development</li> <li>Ms. Marcelina Zjawińska, Founder of the Spot Społeczny Foundation, Obieg Twórczy &amp; Obieg Rzeczy co-creator. ICA Youth Network Vice-President for Europe Cooperatives Europe Youth Representative</li> <li>Mrs. Gabriela Cabrera, Vice-President, Manos del Uruguay</li> <li>Ms. Maja Drca, EU Representative, Programme for the Endorsement of Forest Certification [PEFC]</li> <li>Ms. Anne Chappaz, Chief - Institutions and Ecosystems, Division of Enterprise, Competitiveness and Institutions, International Trade Center</li> <li>Ms. Mandkhai Mendbayar, Member of Parliament of Mongolia</li> </ul>	<p><b>IV.2: Cooperatives, and Digital and New Technologies (MR7)</b></p> <p><b>Moderator:</b> Ms. Diana Dovgan, Secretary-General, CICOPA</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Piero Ingrassio, Legacoop, Italy</li> <li>Mr. Manuel Leiva, President of FACTTIC, Member of Patio. coop</li> <li>Mr. Steve Ediger, Founding Worker-Owner of ChiCommons cooperative development</li> <li>Ms. Viraj Desai, Senior Associate, IT For Change, India</li> </ul>	<p><b>IV.3: Measuring the Cooperative Impact Towards Sustainability (MR18)</b></p> <p><b>Moderator:</b> Prof. Sonja Novkovic, Professor of Economics and Academic Director of the International Centre for Co-operative Management Saint Mary's University, Canada</p> <p><b>Panellists</b></p> <ul style="list-style-type: none"> <li>Mr. Ilcheong Yi, Senior Research Coordinator, UN Research Institute for Social Development, Geneva</li> <li>Mr. Ibon Zugasti, Partner and Director, PROSPEKTIKER &amp; International Project Manager, LKS Mondragon Corporation, Spain</li> <li>Ms. Chiara Carini, Senior Researcher, EURICSE, Italy</li> <li>Dr. Justin Bomda, Director General, MUFID Union, Cameroon</li> <li>Mr. S.P. Singh, Managing Director Indian Farm and Forestry Development Cooperative Ltd. (TBC)</li> </ul>	<p><b>IV. 4: Workshop on Accelerating Towards Sustainable Development (MR 19)</b></p> <p><b>Moderator:</b> Mr. Jeroen Douglas, Director General, ICA</p> <p>An open session to deliberate on the Theory of Change proposed by the leadership and management of the ICA, and to develop the conference outcome document.</p> <p>Expected participation of Conference Resource Persons and Rapporteurs, along with other interested persons.</p>
18:15	<b>Assembly in the Plenary Hall</b>			

Time (IST)	Event	Speakers/Participants
18:20 - 19:00	<p><b>Closing Ceremony</b></p> <p><b>Report of Coopathon</b> ICA Youth Committee</p> <p><b>Special address on Artificial Intelligence and Principle 6</b> Mr. Howard Brodsky, President, CCA Global</p> <p><b>Release of the New Delhi Action Agenda: Cooperatives Accelerating progress towards the SDGs</b> International Cooperative Alliance</p> <p><b>Vote of Appreciation to the Indian Cooperative Movement</b> Dr. Ariel Guarco, President, ICA</p> <p><b>Congratulatory Message by Guest of Honour</b> Mr. Muralidhar Mohol, Minister of State for Cooperation, Government of India</p> <p><b>Congratulatory Message by Chief Guest</b> Mr. Amit Shah, Union Minister of Cooperation; Union Minister of Home Affairs, Government of India</p> <p><b>Closure of the Conference Sessions</b> Dr. Dileep Sanghani, President, ICA-GCC</p>	
19:00 - 20:15	<p><b>Rhythms of India</b></p> <p>An enchanting showcase of India's diverse classical and folk dance traditions.</p> <p><b>By Padma Shri. Dr. Aruna Mohanty &amp; Team Orissa Dance Academy</b></p> <p><b>Performance to include the following traditions:</b> Odissi, Kathak, Bharatnatyam, Manipuri (Pungcholam), Contemporary, Martial Arts, Mohiniattam and Folk dances from various parts of India</p>	
20:50 onwards	<p><b>Farewell Dinner</b></p> <p>Sponsored by Krishak Bharati Cooperative Ltd. KRIBHCO</p>	
21:30 onwards Last shuttle at 22:30	<p><b>Shuttles to (select) designated hotels</b></p>	

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## Programme at a glance (continued)

### 28 November 2024

(All venues in Bharat Mandapam)

On this day, many ICA regional offices, sectoral organisations and thematic committees will hold institutional meetings and workshops. Most are invite-only - please check that your organisation is a member before attending.

Time (IST)	Location	Event
09:00 - 12:00	Open Air Amphitheatre	Coopathon Wrapping up
09:00 - 13:00	MR6	International Health Cooperative Organisation (IHCO) General Assembly & Workshop
09:00 - 13:00	M13	ICA-Africa Board Meeting
09:00 - 11:00	MR20	ICA Youth Committee Executive Meeting
09:00 - 11:00	MR18	Meeting of delegates from ICA Americas
09:30 - 11:00	MR7	World Cooperation Economic forum - Rise in Cooperative Economic Framework the opportunities ahead
09:30 - 12:00	MR5	Cooperatives Europe Development Platform Meeting
10:00 - 13:00	MR9	ICA Asia and Pacific Regional Board Meeting
10:30 - 13:00	MR11	International Fish Cooperative Organisation (ICFO) Meeting
11:00 - 13:00	MR20	Meeting of the International Cooperative Entrepreneurship Think Tank (ICETT)
11:30 - 13:00	MR7	Diamond Jubilee of NAFSCOB
12:30 - 13:15	Amphitheatre	Film screening: Documentary (R)évolution - le travail est humain ((R) evolution - Work is Human) (2022) Produced by Productions 4 Éléments
Afternoon		
13:30 - 15:30	Open Air Amphitheatre	COODING, organised by CICOPA - open to all
14:00 - 17:00	MR6	ICA Africa 17th Regional Assembly <a href="https://icanewdelhi2024.coop/17th-regional-assembly-for-africa">https://icanewdelhi2024.coop/17th-regional-assembly-for-africa</a>
14:00 - 17:00	MR13	ICEI Elections & Annual Statutory Meeting

Time (IST)	Location	Event
14:30 - 17:30	MR11	Korea-India Cooperative Meeting on Fisheries Trade
14:30 - 18:00	MR5	Co-operative Housing International (CHI) Board Meeting and General Assembly
14:30 - 17:30	MR9	International Cooperative Bank Association (ICBA) Meeting
14:00-17:00	MR20	International Cooperative Development Platform (ICDP) Meeting 
Evening		
16:30-19:30	MR18	CICOPA General Assembly
17:00-19:30	MR13	ICA Cooperative Law Committee 
17:00-18:00	MR 20	Asia-Pacific Cooperative Development Platform (ACDP) Meeting
17:00 - 18:30	Amphitheatre	ICA Youth Committee Annual Plenary Meeting
17:30-19:30	MR11	ICA Global Management Team Meeting

## ICA General Assembly

### 29 November 2024 (ICA Members and invited guests only)

The General Assembly is the formal meeting of the ICA. A personalised invitation with further details and a registration form was sent to each ICA Member. Substantive agenda items include:

- ICA Board: Confirmation of the mandate of the At-large Directors appointed by the ICA Board by co-option and announcement of new Directors.
- ICA President's Report.
- ICA Director General's Report .
- Work Plan 2025 and International Year of Cooperatives.
- Strategic Plan 2026-2030.
- Report from the Working Group considering changes to voting rights and membership fees.
- Approval of amendment to the Internal Rules of the General Assembly.
- Cooperative Identity Consultation and Recommendations.





## Code of Conduct for Participants of the ICA Global Cooperative Conference

Welcome to the ICA Global Cooperative Conference! As we gather to foster collaboration, share knowledge, and advance the cooperative movement worldwide, and launch the UN International Year of Cooperatives, we ask all participants to adhere to the following guidelines to ensure a respectful, productive, and inclusive environment.

### Respect for All Participants

We encourage open and constructive dialogue where all voices are valued. Please engage respectfully with fellow participants, maintaining a spirit of mutual respect, understanding, and inclusivity. Discrimination, harassment, or offensive behaviour will not be tolerated.

### Apolitical and Non-Religious Stance

This conference is committed to being apolitical and non-religious in nature. While we respect diverse perspectives and beliefs, discussions should remain focused on the cooperative model and its global application. Participants should refrain from using the platform for political, religious, or ideological advocacy.

### Confidentiality and Chatham House Rule

In order to foster open discussion, the Chatham House Rule may be applied during certain sessions. This means that participants are free to use the information shared in discussions, but not to attribute it to specific individuals or organisations without their permission. Please seek permission from the moderators if you, as a speaker or a participant, wish to invoke the Chatham House Rule in any session.

### Inclusive Participation

We encourage diversity in all forms, including cultural, gender, and professional background. Ensure that all participants have an equal opportunity to contribute, and be mindful of time to allow everyone to engage.

### Commitment to the Cooperative Values

As a gathering of cooperators, we uphold the values of solidarity, equality, democracy, and ethical responsibility. We ask that participants embody these values in their interactions and discussions throughout the conference.

### Punctuality as a Speaker and Participant

Timeliness is crucial to ensure that all sessions run smoothly and that every participant has the opportunity to engage fully. Speakers are expected to arrive at their sessions on time, prepared, and ready to respect the scheduled duration of their presentations. Participants are encouraged to arrive promptly for all sessions, workshops, and discussions to avoid disruption and to maximise the value of the conference for everyone involved.

### Respect for Session Timelines

To maintain a balanced and inclusive schedule, we ask that both speakers and participants respect the designated time slots for each session. Speakers should aim to stay within their allotted time to allow for Q&A and to respect the overall flow of the conference. Participants are encouraged to be concise and relevant when contributing to discussions, allowing everyone the chance to participate and engage in a timely manner.

### Commitment to Cleanliness and Sustainability

In alignment with Mahatma Gandhi's teachings on personal responsibility and the Swachh Bharat (Clean India) campaign, cleanliness will be akin to godliness, in this conference. We ask all participants to support this initiative by keeping their surroundings tidy, disposing of waste responsibly, and respecting shared spaces. Please use designated bins for waste disposal and be mindful of reducing environmental impact. Together, we can contribute to a cleaner, more sustainable conference experience, reflecting the cooperative values of care and respect for the community and environment.

### Acceptance of the Code of Conduct

By agreeing to participate in the ICA Global Cooperative Conference, you acknowledge and accept the Code of Conduct outlined above. Your participation signifies a commitment to uphold these principles, fostering an environment of respect, collaboration, and inclusivity for all attendees. We trust that each participant will contribute to the success of the conference by adhering to these guidelines and ensuring that our collective experience is positive, productive, and aligned with the values of the cooperative movement.

# Format of sessions

## PLENARY PANEL: ~55 minutes

Out of the **55 mins** the panellists will have roughly **7 to 8 minutes** each, while the moderator will have 8 minutes of speaking time distributed in the following way:

<b>2 mins</b>	Moderator sets context
<b>10-12 mins</b>	Moderator poses one thematic question per panellists who reply in 2 mins each
<b>15-18 mins</b>	Reflection and expansion of opinions by the moderator and panellists
<b>20 mins</b>	Interactive discussion among the panellists and moderator
<b>3-8 mins</b>	One question from the audience and conclusions by moderator

## PARALLEL SESSION: ~80 minutes

Out of the **90 mins**, the panellists will have roughly **13 minutes** each, while the moderator will have 15 mins distributed in the following way:

<b>5 mins</b>	Moderator sets context
<b>40 mins</b>	Panellists present their cases and experiences. Each speaker will have 7 minutes to make their presentation
<b>20 mins</b>	Interaction among the panellists and moderator
<b>15 mins</b>	Questions from the floor
<b>10 mins</b>	Conclusions by the moderator





# GUIDE TO THE MAIN THEMES OF THE ICA GLOBAL CONFERENCE 2024





# Cooperatives Build Prosperity for All

This document contains descriptions of the main topics that will be discussed at the ICA Global Cooperative Conference 2024 and is meant to raise essential questions and ideas for transformative actions that could help the cooperative movement lead the way to a sustainable future for all with:

## Peace, Progress, and Prosperity

Cooperative enterprises, founded in the values and principles that uphold democracy, openness and concern for others, are uniquely positioned to contribute to achieving prosperity of our communities, society, and the planet. In alignment with the commitment of the international community to accelerate the progress on the Global Goals contained in the UN Agenda 2030 on Sustainable Development, the cooperative movement, a worldwide community in its own right, is and can continue to be the driving force for building inclusive economies, for fostering social cohesion, and for environmental stewardship.

## In other words, a force for building a better world.

This claim is adequately captured in the theme of the UN International Year of Cooperatives 2025 (IYC2025), which the UN General Assembly proclaimed on 19 June 2024 through Resolution A\_RES\_78\_289. While it is indeed a global recognition of the cooperative enterprise, the IYC2025 does remind cooperatives about their significant responsibility to respond with solutions for the complex and challenging events being witnessed in the world today. As highlighted in the recently adopted United Nations Pact for the Future:

“We are witnessing a period of profound global transformation marked by rising inequalities, environmental degradation, and persistent economic crises. Yet, this period also offers a historic opportunity to renew our efforts toward a more inclusive, just, and sustainable future”.

The ICA Global Cooperative Conference 2024 aims to bring together diverse stakeholders of cooperatives. These include cooperators and entrepreneurs, leaders, and supportive policy makers, who will explore four broad themes or Conference Pillars and develop a mutual understanding on their common needs and aspirations to unite, develop and promote cooperatives in working towards sustainable development.

## I Enabling Policy and Entrepreneurial Ecosystems

## II Nurturing Purposeful Leadership

## III Reaffirming the Cooperative Identity

## IV Shaping a Cooperative Future

Discussions around each theme are expected to position and promote cooperatives in building an inclusive economy that prioritises the wellbeing of all individuals while also protecting the planet. The Conference also aims to determine the impact cooperatives have as a catalyst for enduring prosperity around the world today, as well as to present the potential for the share of the cooperative movement in the global economy to grow, particularly in the achievement of Global Goals, and thus,

“Shape a Cooperative Future”.

# Foreword by the ICA President

It is with immense pride and hope that I welcome you to the launch of the United Nations International Year of Cooperatives held during the ICA Global Cooperative Conference 2024 in New Delhi, India.

This initiative celebrates the remarkable impact that cooperatives have on communities around the world and emphasises the vital role they play in addressing the pressing challenges of our time. Cooperatives are more than just businesses; they are a testament to the power of collective action. Rooted in the values of solidarity, democracy, and social responsibility, cooperatives empower individuals to take control of their economic destinies while fostering sustainable development. The International Year of Cooperatives serves as an opportunity to shine a light on the transformative potential of these organizations, demonstrating how they can drive social and economic change.

In a world facing unprecedented challenges - climate change, inequality, and economic instability - cooperatives offer

innovative solutions that prioritise people over profit. They have a unique ability to bridge gaps in access to resources, providing vital services to those who are often marginalised. By emphasising community engagement and ethical practices, cooperatives not only create jobs and stimulate local economies but also contribute to social cohesion and resilience. Throughout this year, we will highlight stories of cooperatives that have made a difference, showcasing their contributions to sustainable development goals (SDGs) and their role in building a more just and equitable world. From agricultural cooperatives that empower farmers to urban cooperatives that provide affordable housing, these stories reflect the diverse ways in which cooperatives uplift communities and foster inclusive growth.

Moreover, the International Year of Cooperatives is a call to action for policymakers, businesses, and individuals to recognise and support the cooperative model and the model's unique identity. We must advocate for policies that enable cooperative development and create an environment where they can thrive. This includes fostering access to finance, promoting education about cooperative principles, and encouraging collaboration between cooperatives and other sectors.

As we embark on this journey, let us also reflect on the rich history of the cooperative movement. It is a history filled with innovation, resilience, and the unwavering belief that together, we can achieve more. The founders of the cooperative movement envisioned a world where individuals could work collaboratively to improve their circumstances, and today, we carry that vision forward.

This year, I encourage each of you to engage with your local cooperatives, learn about their impact, and share their stories. Together, we can amplify the message of cooperation and solidarity, inspiring others to join this movement.

In closing, I would like to extend my heartfelt gratitude to all cooperators around the globe. Your dedication, passion, and hard work are what make the cooperative movement a powerful force for good. Let us celebrate this International Year of Cooperatives not just as a moment in time, but as a catalyst for a more cooperative, sustainable, and equitable world.

Thank you for your commitment to the cooperative ideal. Together, let us continue to nurture the spirit of cooperation and build a brighter future, shared prosperity and a better world for all!

**Dr. Ariel Guarco**



## Message from the President of ICA Asia and Pacific

**Namaste, dear cooperators!**

On behalf of the International Cooperative Alliance Asia and Pacific (ICA-AP), it is my great pleasure to extend a warm welcome to all participants of the ICA Global Cooperative Conference where we are launching the UN International Year of Cooperatives 2025 (UN-IYC 2025). It is an honour to host you in the vibrant and diverse region of Asia and Pacific, and in India, a country with a rich history of cooperative values and a growing cooperative movement.

The Asia-Pacific region is home to some of the largest and most dynamic cooperatives in the world with hundreds of millions of cooperators in the region, who through their cooperatives span a wide range of sectors – from agriculture to finance, fisheries, forestry, healthcare, housing, retail and much more.

ICA-AP champions cooperative growth and resilience across more than 30 nations in the region. Its initiatives

centre on expanding membership, advocating for democratic governance, fostering sustainability, and empowering youth and women to assume leadership roles. By facilitating connections and advocating for supportive legal and policy frameworks, ICA-AP has, for the last six and a half decades, tried to strengthen cooperatives as catalysts for inclusive economic growth, environmental responsibility, and social equity. I am proud to say India has played a pivotal part in this story of the ICA in the region.

In 2021, the establishment of India's Union Ministry of Cooperation reinforced the reliance of our country on cooperatives. With its "Sahkar se Samridhhi" (Prosperity through Cooperation) vision, our leaders and cooperators have designed administrative and policy support to further bolster the cooperative movement, and through that, tackle poverty, create employment, and drive social progress. We extend our sincere thanks to the Ministry for its support for and presence at the Conference. This vision of cooperatives as transformative forces for prosperity resonates globally, as it did within the country when the National Cooperative Union of India (NCUI) made the clarion call of Peace-Progress-Prosperity during its inception, and continued to nurture what has become one of the largest national cooperative movements in the world.

India has long been a champion of cooperative principles, through the life and practice of its pioneers, its legislator as well as the judiciary, which through its laws, policies and judgements have reaffirmed our cooperative identity as well as the position of the ICA as the custodian of the cooperative principles. I am sure India will continue to set an example for the world as a nation with a vibrant cooperative economy and society.

The discussions in the Global Conference will be guided by the four main Conference pillars that are intended to inspire fresh insights and collaborative actions that strengthen the cooperative movement, especially during the UN-IYC 2025. And, friends, I encourage you to take this opportunity to exchange ideas, build networks, and explore new ways to strengthen our global cooperative movement. Whether you are visiting India for the first time or returning to reconnect with old friends, I hope your stay will be rewarding, both professionally and personally. We look forward to engaging with you throughout the Conference and to the exciting opportunities that lie ahead for our cooperative communities. On behalf of ICA Asia and Pacific, I wish you a successful and enjoyable stay in India!

**Dr Chandrapal Singh Yadav**



## Message from the President of IFFCO and NCUI

**Namaste, my sisters and brothers,**

It is with great pleasure and immense pride that I welcome you all to India for the ICA Global Cooperative Conference on behalf of the millions of farmer members of our country. I can assure you that it is the Indian farmers' generosity and large-heartedness that has made us capable of hosting the ICA Conference 2024 and the launch of the UN International Year of Cooperatives.

As the President of the National Cooperative Union of India (NCUI) and the Indian Farmers Fertiliser Cooperative Limited (IFFCO) I am humbled to witness the preparations and commitment of our cooperators to make the gathering of cooperators from across the world a success!

First, I would like to express my heartfelt gratitude to each of you for choosing India as the venue for this prestigious Conference. India, with its deep roots in the cooperative movement, including as a founder-member of the ICA, is a fitting backdrop for our discussions and celebrations on the eve of the International Year. This Conference offers a unique and timely opportunity to reflect on the pivotal role that cooperatives play in shaping a more inclusive, equitable, and sustainable world.

This is indeed a momentous occasion, not only for the cooperative movement in India but for cooperators globally as after the years of the pandemic, we have now come fully together across boundaries, to exchange ideas, share experiences, and explore new ways to advance the cooperative model.

We must remember that the cooperative spirit transcends national, cultural, and geographical lines, and our common vision of shared prosperity, social equity, and sustainable development is what unites us and drives our collective action.

In India, cooperatives have long been a catalyst for social change, empowering millions, particularly in rural and underserved communities. We have seen firsthand how cooperatives can uplift individuals, provide livelihoods, and build stronger communities. This spirit of cooperation and solidarity is something that I believe can and should extend beyond borders.

As we embark on this exciting journey together, let us take this opportunity to renew our commitment to cooperative values, to work toward shared prosperity, and to strengthen our global cooperative movement for future generations.

I wish you all a productive and inspiring Conference and a memorable stay in India.

Warm regards,

**Dileep Sanghani**





## Message from the Managing Director of IFFCO

It is a distinct honour for us at IFFCO to welcome you to the ICA Global Cooperative Conference, hosted for the first time in India, the proud home of one of the world's largest and most dynamic cooperative movements. This year's Conference theme is one that resonates deeply with our commitment at IFFCO: **building a prosperous community for all that is resilient, inclusive, and sustainable.**

India's cooperative landscape is unparalleled in its depth and impact, with over 290 million members and 800,000 enterprises nationwide. Cooperatives in India reach into every corner of life, from agriculture and finance to housing, dairy, and rural development. Approximately 67% of India's farmers are linked to cooperatives, making this model a fundamental pillar of the country's economic and social fabric.

IFFCO is proud to be part of this legacy. Through our 36,000 cooperative members, we support more than 50 million farmers across India, providing them with essential fertilisers, resources, and training. This work allows us to contribute to India's agricultural growth and rural development in ways that drive prosperity and sustainability. The role of cooperatives has always been, at its

core, about enabling people to come together, pool resources, and solve common challenges – a spirit that makes hosting this Conference a true privilege for us.

The sessions, workshops, and panel discussions in this programme will offer valuable perspectives on cooperative success stories and strategies from across the globe. Together, we will explore innovative approaches to tackling some of today's most pressing global issues—climate change, food security, economic equity, and social inclusion—while holding true to the values of cooperation and mutual aid that bind us.

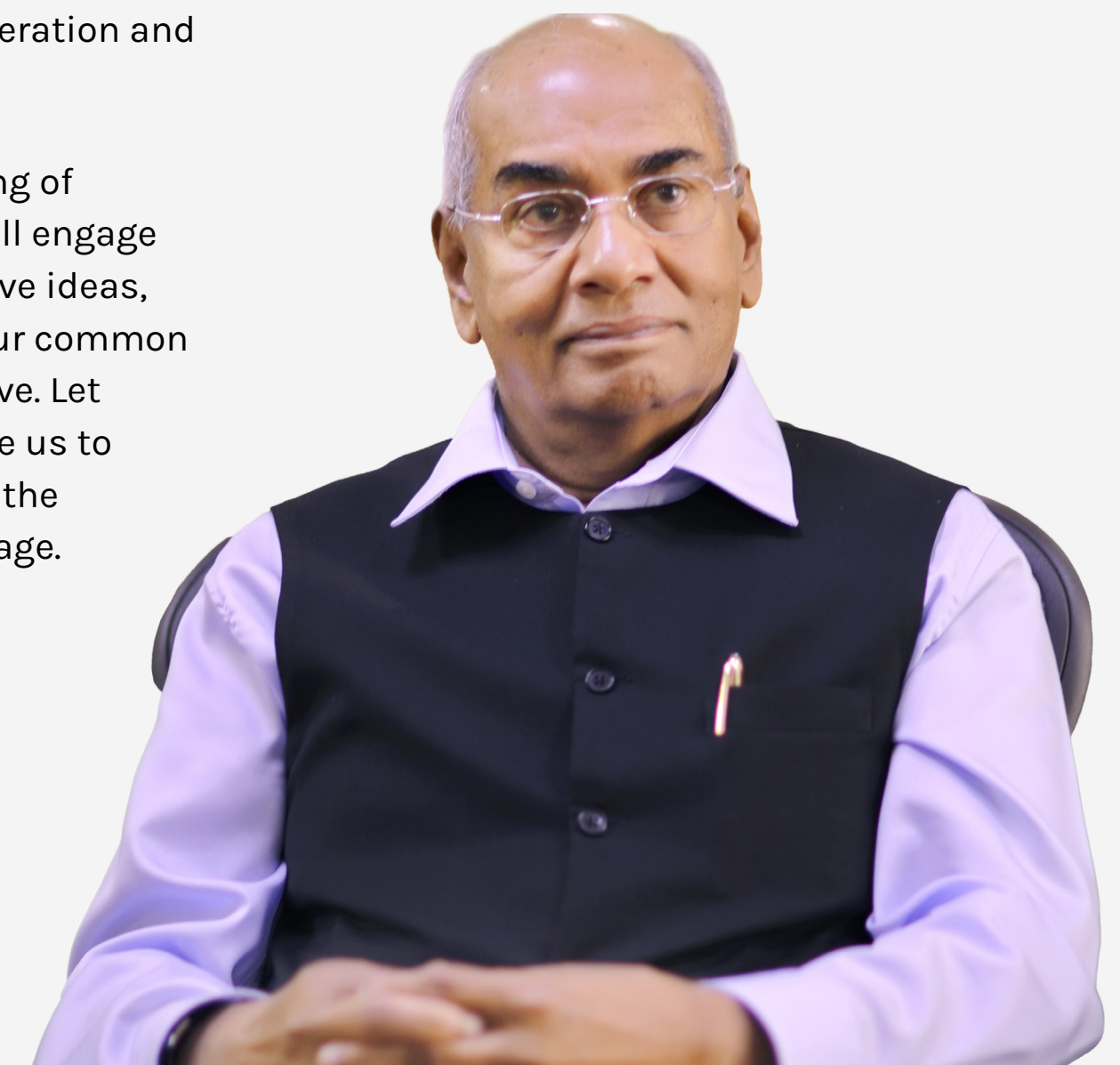
This Conference is more than a gathering of experts; it is a collective mission. We will engage with each other, exchange transformative ideas, and share best practices, reaffirming our common goal of fostering communities that thrive. Let these discussions inspire and challenge us to envision new paths forward, advancing the cooperative movement on the global stage.

As we embark on these important conversations, we encourage all participants to embrace the spirit of unity and cooperation that has made

the cooperative model such a powerful force for change. Together, we can drive this movement to new heights, helping to shape a fairer, more sustainable future for all.

So namaste, and welcome to India and the start of exciting conversations around how to use the shared vision, innovation and collaboration of cooperatives to build prosperity for all.

**Dr US Awasthi**





# Prosperity for all

## Background for #ICANewdelhi2024

**Social justice is essential to achieving economic and environmental justice. This remains the raison d'être of the cooperative form of enterprise, as well as the movements that nurture its unique character as people-centred, purpose-driven and planet-oriented.**

Through its various development programmes, including the ongoing 2030 Agenda for Sustainable Development adopted by resolution A/RES/70/1, the international community is striving to make progress towards building an inclusive, equitable and just world that serves all and leaves no one behind.

The world has witnessed an acceleration of crises, especially in the last five years, that have convinced everyone that the profound promise of progress and peace for the planet and its people made in 2015 is, well, almost impossible to achieve by 2030. Indeed, in the UN Pact for the Future, adopted by resolution A/RES/79/1 on 22 September 2024, world leaders recognised that we are at a moment of global transformation with catastrophic and existential risks, and that failure to change course would condemn the peoples of the world to a state - a future - of perpetual crisis

and collapse. Prosperity, especially for the most vulnerable, seems a distant dream.

Despite the discouraging circumstances, global aspirations for a better world remain rooted in the nourishing space of hope and humanity, with the advancement and accessibility of science and innovation seen as the obvious choice for a future that belongs to all, including the planet we inhabit. At the same time, partnership with stakeholders has been recognised as the key mechanism for delivering on the promise of a better future. It is therefore no coincidence that the cooperative form of enterprise, based on the principles of mutuality, solidarity and social responsibility, has been brought back into the spotlight by world leaders with the proclamation of 2025 as the International Year of Cooperatives.

ICA has chosen the theme of this year's Global Cooperative Conference, "Cooperatives Build Prosperity For All", inspired by the clarion call of the Indian cooperative movement to rebuild the country through cooperatives when it gained independence, and by the prosperous realities we see in various regions of the world where people have built cooperatives around their common

needs and aspirations, and their concerns for the communities they live in. The Global Conference will showcase some of these regions, where prosperity has come through cooperatives and continues to be shared among the people. The cooperatives of these prosperous regions were not built in a day, but required persistent effort, constant innovation and participatory crisis management, and like the history of all pioneering cooperative ideas that we know, these successes came only after several failures that cooperators overcame without compromising their values and principles.

The thematic pillars of the Conference - Enabling Environment; Purposeful Leadership; Cooperative Identity; Shaping the Future - act as a bridge between continuity and innovation and aim to reflect the nature of the cooperative movement, which, while strongly rooted in history, can be agile and adapt to challenges, as it has done for more than 200 years. This Conference has been prepared to facilitate a new beginning for cooperative action among nations, enterprises and peoples to work towards sustainable development and accelerate progress towards the Global Goals.





# Building Better

## Background about the #IYC2025

It is with immense pride and hope that I welcome you to the launch of the United Nations International Year of Cooperatives held during the ICA Global Cooperative Conference 2024 in New Delhi, India.

The United Nations General Assembly proclaimed 2025 as the International Year of Cooperatives (IYC2025) under the theme “Cooperatives Build a Better World” through resolution [A\\_RES\\_78\\_289](#) under the main sponsorship of the Government of Mongolia, supported by the Government of Kenya.

It is a wonderful gift of the United Nations to underline the human-centric economic model of cooperatives. This theme serves as a powerful reminder of the unique and enduring impact of cooperatives globally. We refer here to the IYC2012. With a focus on community-centred values, cooperatives have long demonstrated their capacity to drive sustainable growth, enhance social inclusion, and foster economic resilience. The essence of this theme is to highlight the cooperative model as a pivotal solution for addressing today’s pressing global challenges, emphasising that in times of crisis, cooperation is key to building a brighter, fairer, and more equitable and sustainable future, and through that prosperity for everyone, as

envisaged in the preamble of the UN Agenda 2030 on Sustainable Development.

The IYC2025 comes at a time when the world faces unprecedented challenges. The lingering effects of the COVID-19 pandemic, rising geopolitical tensions, armed conflicts, worsening climate emergencies, and growing inequalities have severely hindered progress toward the SDGs. According to a recent report by the UN Secretary during the UN Summit of the Future, only 17% of SDG targets are currently on track, and progress on over one-third of the goals has stalled or regressed. This unsustainable trajectory demands urgent and collective action.

The proclamation of IYC 2025 is a testament of cooperatives’ critical role in promoting social inclusion, reducing inequality, and driving sustainable development. This initiative, supported by the entire UN system, reaffirms a commitment to the cooperative movement, pledging to work closely with cooperatives worldwide in a final sprint towards the end of the SDG era 2030.

2025 sees us being the last five-year stage of the implementation of the SDGs, which are closely linked to the cooperative movement. At the closure of the IYC2025, during the 2nd UN Summit of Social

Development in Doha, Qatar, November 2025, the ICA will present Strategy 2026–30, its 5-year plan which commits it to act for the world, and the SDGs.

Together, we have the power to build a better world—one that values cooperation over competition, inclusion over exclusion, and sustainability over short-term gain. The main objectives of the IYC 2025 are to:

- **Raise Public Awareness**
- **Promote Growth and Development**
- **Advocate for Supportive Frameworks**
- **Inspire Leadership**

# The Four Pillars of the ICA Global Cooperative Conference

## Note on the central themes from the ICA Director General

At the 2024 ICA Global Cooperative Conference, we're looking at how cooperatives build prosperity for all, and how the community of stakeholders including the ICA itself can support, promote and unite cooperatives to deliver on the solutions needed and solidarity required in building a more sustainable future for all.

The theme is inspired by the motto - peace, progress and prosperity - which is echoed by the cooperative movement that will host the Conference this year in India. Despite Indian cooperators' participation in the inaugural international congress of cooperatives in 1895, this Conference in 2024 will be the first time in the history of the ICA that the global Conference will hit Indian soil. With 800,000 cooperatives and over 220 million members India is the proud leader of the global cooperative movement. It has given the country tremendous prosperity over the last century.

At this Conference, we jointly look for how to best increase the share of cooperatives in the global economy. What strategic and tactical pathways can the movement follow to grow its membership and share of the global GDP? How can we also ensure the quality of cooperatives - following our values and principles - is further increased? In three days time, we will foster global cooperation, highlighting, among other things, cooperative regions of prosperity. We will provide evidence to all that cooperatives as people-

centred, purpose-led, and planet-conscious organisations present in almost all countries of the world, are indeed the most important actors that can help achieve inclusive sustainable development. The discussions of this Conference will revolve around four equally important priorities or Conference Pillars as shown in the image below. These priorities will guide ICA's own strategic action plan to accelerate and to deliver on the global agenda on Sustainable Development, and beyond.





## The Four Pillars of the ICA Global Cooperative Conference (continued)

### I: Enabling Policy and Entrepreneurial Ecosystems

The first priority is to build enabling policy and entrepreneurial ecosystems, and facilitate the creation of spaces for cooperatives to thrive at the local, national and the international level; to make sure that legislation and business environments promote and advance cooperatives and do not hinder them, particularly because of their unique characteristics. The sessions will showcase the difference the cooperative can make, particularly towards solving economic, social and also environmental concerns when the ecosystems they work in are adequate and respect their identity.

### II: Nurturing Purposeful Leadership

The second priority is to nurture purposeful leadership. This pertains to people i.e. cooperators and cooperators in the making, as well as institutions and enterprises that cooperatives are leaders in, in their own right. How can we create methods and structures for transgenerational solidarity? And ensure new, and in particular female leadership will be enabled to not only take over the movement's helm, but also drive it to the next level of inspiration. This is something that all cooperatives are naturally doing - to harness their people towards potential and steer them towards a just, equitable and resilient future. To this end, we will hear how cooperatives can and are supporting young persons, women, minorities and high potentials who are indeed leaders of today and tomorrow, from within and outside the movement to safeguard and also future-proof cooperation. How can we attract those leaders, retain them, and let them grow? In addition, we will also look at the cooperative enterprise as such a leader in business, and the actions on the ground that help make this a better world.

**As the world moves to the stage of post-globalisation, are we, as a movement, going to remain relevant, thrive, and build authentic globalisation from below, or will we be forced to disappear as little islands in a shrinking civic space?**

### III: Reaffirming the Cooperative Identity

The third pillar of our Conference is to reaffirm our cooperative identity. The 33rd World Cooperative Congress in 2021, in the Republic of Korea, initiated a global consultation on deepening the cooperative identity. Through a dedicated plenary, and four parallel sessions, the Conference will look at what emerged from the consultations, the opportunities that lie ahead to safeguard our shared cooperative heritage and to celebrate the diverse practices of cooperation that are unified under the shared umbrella of values and principles. The global launch of the United Nations International Year of Cooperatives celebration is an excellent opportunity to ensure that the Statement on the Cooperative Identity, which defines and also defends cooperatives, is fit for today and for the future and will bring a comprehensive call to action. This Statement of Cooperative Identity will need protection, will need a living reality, and will need good communication, and among other things, we need to defend and mark the cooperative terrain with our own and unique label!

**Our movement appears to be at the crossroads. Will we keep silent and watch while certain entities want to pass off as socially concerned and conscious enterprises? Or do we stand our case, and defend ourselves?**



## The Four Pillars of the ICA Global Cooperative Conference (continued)

### IV: Shaping a Cooperative Future

Finally, on the eve of the UN-IYC 2025, we shall speak to build a cooperative future. Under this pillar, the Conference will share experiences on how a digital economy can deliver decentralised, distributed, and if possible, decarbonised, cooperatively owned platform solutions. How do cooperatives build their own data economy? How do cooperatives monitor, measure and communicate their impact? That's the big overarching question of this fourth theme. It's important to understand local needs and respond with innovative solutions through the use of artificial intelligence, for instance, that are inclusive and accessible to all. Discussions on this pillar will explore how cooperatives not only bring people out of poverty, but also provide members and the communities with concrete market-based solutions towards shared and lasting prosperity. And also: how these global solutions can create additional value in conjunction with and operated through the apex bodies and federations, all members to the ICA.

It is this shared prosperity that will be at the heart of the Conference, and the global launch of the United Nations International Year of Cooperatives 2025.

**Can we bundle forces smartly, using finance and technology and the space between to our benefit, and ensure that we can withstand the ever-growing market concentration in the hands of a small elite – and could even break down these power-walls and grow our own share in the global economy?**

We from the International Cooperative Alliance, and its regions, sectors, thematic committees and working groups, welcome you all in New Delhi, where you will be part of these conversations, part of finding answers and taking these priorities forward, and shaping together a cooperative future!

**Jeroen Douglas**

“The global launch of the United Nations International Year of Cooperatives celebration is an excellent opportunity to ensure that the Statement on the Cooperative Identity, is fit for today and for the future”



## Theme I: Enabling Policy and Entrepreneurial Ecosystems

### Hagen Henry and Nazik Beishenaly

Adequate legal-policy frameworks and their implementation is key. Endorsements by the international community and by essential stakeholders will ensure significant development support for cooperatives

#### Description

The entrepreneurial ecosystem (EE) for cooperatives provides a comprehensive framework for understanding cooperatives' challenges and for designing suitable policies to support their development. This framework allows the identification of the main domains of the ecosystem such as finance, human resources, education, policy and law, and partnerships and facilitates a holistic approach to determining when and how to intervene, as well as monitoring policy effectiveness over time. While each country and sector may have a unique ecosystem, this approach enables the identification of similarities and differences across regions and sectors, tracking how critical pillars for entrepreneurs evolve over time and assessing the positive and negative impacts of public policies on entrepreneurship. Though the framework has long been a policy tool for enterprise development, its application to cooperative enterprises is a more recent development. In 2023, the UN Secretary-General's Report on Cooperatives in Social Development [advocates for an entrepreneurial ecosystem](#) approach to identify elements that foster a supportive environment for cooperatives, based on a 2021 study by the UN Department of Economic and Social Affairs. Below is a cooperative entrepreneurial ecosystem framework developed by [Beishenaly & Dufays \(2023\)](#) through their research on

agricultural cooperatives in Kyrgyzstan, which contributed to the UNDESA study.

Among the innumerable factors composing such ecosystems, public policies and laws stand out, as beyond their immediate function to promote and regulate cooperatives they also ensure that actors consider common goals. The overarching common goal is positive peace through sustainable development.

#### Policy and Law as Part of an Adequate Entrepreneurial Ecosystem

The members of the COPAC, the Committee for the Promotion and Advancement of Cooperatives, have contributed to constituting several sources of public international law that require that cooperative policies and laws reflect the 1995 ICA Statement on the Cooperative Identity. The 2021 and 2023 Reports of the UN Secretary-General on Cooperatives in Social Development insist on making this "acquis" a reality and that this reality should align on the legal principle to support sustainable development.

**What remains to be done?** The following interrelated actions might further this reality:

- (i) Recognise the relevance of the policy/law nexus. By making cooperative law the first policy measure the 2002 Promotion of Cooperatives Recommendation (No. 193) of the ILO (ILO R. 193) clarifies the often ignored policy/law nexus without connoting "policy" and "law" with the specifics of any particular culture;
- (ii) Recognise the importance of the implementation of law. Law not implemented is not law. Furthermore, while laws on cooperatives do increasingly translate the cooperative principles, other laws that impact the organisation of cooperatives do not take account of the Cooperative Identity. This violates the principle of equal treatment. In addition, that principle is often construed as meaning to afford the conditions that are afforded to capital-centred companies. Finally, taking account of other types of law than the national law might increase the effectiveness of the law and contribute to creating social justice, while also help countering the increasing regulation by algorithms;
- (iii) Promote education and training in cooperative principles and practices, at all appropriate levels of the national education and training systems, and in the wider

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## I. Enabling Policy and Entrepreneurial Ecosystems (continued)

society” (ILO R. 193, Para. 8.(1)(f));

(iv) Protect the competitive advantage of cooperatives over social and/or solidarity economy actors while considering the obligation of all types of enterprises as concerns social and societal interests. The competitive advantage of cooperative enterprises lies in their structural feature of member democratic participation. It permeates all elements of the Cooperative Identity and allows regenerating the social aspect of the objective of cooperatives. That, in turn, contributes to creating social justice, the central aspect of sustainable development. However, where the lifting of barriers to the use of modern technologies may help, the realisation of member democratic participation remains challenging, especially in complex cooperative structures that mix private and public interests, in cooperatives that mix non-commercial and commercial approaches, in cooperatives that fuse producers, distributors and consumers, in cooperatives that are integrating organisationally into global value chains, and in cooperatives that de-organise and become part of networks of actors;

(v) Recognise the peace dividend of social justice generated by cooperatives. Nobody’s particular social justice, but Social Justice woven with social justices. Justice as the way to positive peace. The foundational documents of many international and regional organisations commit them to further peace.

### Who should act

Not excluding others, the ICA, the members of COPAC, jointly and severally.

### Indicative Questions

- What policies and support programmes could governments and cooperatives, as well their partners, could implement in different areas of EE: finance, human resources, education, policy and law, and partnerships?
- What kind of analytical systems could contribute to monitoring and learning from the progress on different areas of the cooperative EE?
- What kind of partnership platforms could be built to institutionalise the efforts deployed and coordinate actions aimed at advancing the different elements of the ecosystems?
- Can you share examples of policies that have been particularly successful in removing barriers and incentivising cooperative growth?
- How can cooperatives balance technological advancement with the need for equitable access and participation across diverse member groups?

■ What are the roles of international institutions, development agencies, and private sector actors in supporting such financing models?

■ What partnerships are needed to help cooperatives scale their impact and contribute more meaningfully to building a more sustainable and equitable global economy?

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## I. Enabling Policy and Entrepreneurial Ecosystems (continued)

### Plenary address

**Initiatives by the Government of India to facilitate Prosperity through Cooperation**

Dr. Ashish Kumar Bhutani, Secretary, Ministry of Cooperation Government of India

### Keynote address

**Enabling Policy and Entrepreneurial Ecosystems : The IFFCO Experience**

Dr. US Awasthi, Managing Director, Indian Farmers Fertilizer Cooperative (IFFCO)

### PLENARY PANELS

#### I.A: Enabling Policy and Entrepreneurial Ecosystems: Conducive Environments for Cooperative Development

**Moderator:** Dr. Nazik Beishenaly, Marie Curie Sklodowska Actions Postdoctoral Researcher, Hertie School

**Panellists:**

1. Mr. Giuseppe Guerini, President, CECOP; Representative of CICOPA on the ICA Board
2. Mr. Ali Aghamohammadi, Member of The Expediency Discernment Council, Islamic Republic of Iran
3. Ms. Amparo Merino Segovia, Spanish Social Economy Secretary of State, Spain
4. Mr. Wycliffe Oparanya, Cabinet Secretary, Ministry of Cooperatives and MSMEs Development, Kenya
5. Ms. Lieve Jacobs, Cooperative Entrepreneurship Advisor, CERA Cooperative, Belgium

#### I.B: Enabling Policy and Entrepreneurial Ecosystems: Institutional support for Cooperative Development

**Moderator:** Prof. Hagen Henry, Chairperson, ICA Cooperative Law Committee

**Panellists:**

1. Ms. Wenyan Yang, Chairperson, UN Committee on the Promotion and Advancement of Cooperatives
2. Dr. Ashish Shah, Director of the Division of Country Programmes, International Trade Centre
3. Mr. Manish Gupta, Director of Strategy and Joint Ventures, Indian Farmers Fertilizer Cooperative
4. Ms. Cécile Berranger, Rural Institutions and Services Specialist, FAO
5. Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit

## Parallel Sessions for Enabling Policy and Entrepreneurial Ecosystems

### I.1: Positioning Cooperatives in Global Policy Joseph Njuguna

#### Description

Cooperatives play a vital role in the global economy, with the top 300 cooperatives generating USD 2.4 trillion annually and contributing significantly to GDPs across countries. In Europe, cooperatives hold notable market shares in agriculture, banking, retail, healthcare, and forestry. Globally, they account for at least 10% of total employment, with approximately 280 million jobs, highlighting their economic and social importance. Given their impact, cooperatives are actively engaged in global policy discussions, including the G20, G7, COP, and the United Nations' High-Level Political Forum (HLPF), where they advocate for inclusive economic and sustainable development policies.

Through ICA's working groups, cooperatives contribute to G20 platforms like the B20 (Business 20) and C20 (Civil 20), advancing policy recommendations that support cooperative resilience, employment, and equitable growth. This advocacy has led to the inclusion of cooperative-focused recommendations in G20 policy papers. Their participation in COP events underscores the role of cooperatives in climate action, from promoting sustainable resource management to supporting farmers in climate adaptation and resilience initiatives.

At UN forums, cooperatives are recognised as essential to the 2030 Agenda for Sustainable Development, helping to advance social inclusion, reduce inequality, and drive economic growth. The UN Secretary-General's reports and

UNGA resolutions highlight cooperatives' contributions across social, economic, and environmental dimensions, positioning them as key players in achieving the SDGs.

Expanding cooperative engagement in additional forums, such as the World Social Summit and the Financing for Development Forum, would strengthen their influence on global policies and support an enabling environment for their continued growth and development.

#### Indicative Questions

- Given cooperatives' emphasis on social equity and sustainability, what key insights have you gained from engaging with G20 and G7 policymakers on these issues? Are there any recent examples of cooperative principles influencing policy recommendations?
- How can we further integrate cooperative models within the G20 agenda to support inclusive growth and economic resilience, especially in light of current global economic uncertainties?
- What role do you see for cooperatives in upcoming COP events? How can cooperatives advocate for stronger policy support to scale community-led climate solutions?
- Beyond G20, G7, COP, and UN forums, what other global policy spaces should cooperatives be engaging in? What steps can cooperatives take to make their priorities heard in these forums?

- What recommendations would you give to policymakers to create a more supportive regulatory environment that fosters the growth and impact of cooperatives globally?

- Looking ahead, how can cooperatives better position themselves to influence policy and advocate for an inclusive, people-centred economy in global discussions?

#### Session

**Moderator:** Drs. Robby Tulus, ICA Focal Point during the G20 Presidency of Indonesia in 2022

#### Panellists:

1. Mr. Attilio Dadda, Board Member, ICA and Board Member, Italian Cooperative Alliance
2. Ms. Savitri Singh, Deputy Chief Executive, National Cooperative Union of India
3. Mr. Osamu Nakano, Secretary General, Japan Workers Cooperative Union, Japan
4. Ms. Fabíola Nader Motta, General-Manager, Organização das Cooperativas Brasileiras (OCB), Brazil
5. Hon'ble Ms. Jane Sithole, Deputy Minister, Minister of Small Business Development, Republic of South Africa



## Parallel Sessions for Enabling Policy and Entrepreneurial Ecosystems

### I.2: Cross-Regional Cooperation to Building Prosperity for All Cecile Berranger and Danilo Salerno

#### Description

During the launch of the International Year of Cooperatives (IYC) 2025, ICA and FAO are planning a session with the regional directors and the Director General of the ICA.

This session will focus on latest trends, challenges and opportunities in the regional and global cooperative movements in agrifood systems. The discussion will explore how cooperatives can play a critical role in addressing global issues, particularly in achieving the SDGs – highlighting the role of cooperatives both in production and consumption, as well as their role in access to rural finance and insurance.

Directors will share their experiences, highlighting key achievements, challenges, and the lessons learned from their regions in supporting cooperative solutions that drive sustainable rural transformation. One of the central topics will be identifying gaps in cooperative policy and practice, with a particular emphasis on how these gaps can be filled through collaboration, innovation, and partnerships. Directors will also examine the opportunities that arise from these challenges, such as enhancing cooperative governance, expanding access to financial resources, and fostering education and capacity development across cooperative networks.

The session aims to foster dialogue on how the cooperative movement can continue to grow and strengthen its role in

global and regional development, setting the tone for the activities and goals of the IYC 2025.

#### Indicative Questions

- Reflecting on the regions; context, what are the most pressing challenges currently faced by cooperatives in the agrifood sector? How have these challenges evolved over the past decade, and what new trends are emerging?
- Cooperative governance is often cited as a challenge, especially for large-scale organisations. How can cooperatives improve governance to enhance transparency, accountability, and member participation? Are there innovative models or tools that have been effective in enhancing governance structures?
- What are the main policy gaps that currently limit the impact of cooperatives in the agrifood system? How can governments and international organisations address these gaps?

#### Session

**Moderator:** Ms. Cecile Berranger, Rural Institutions and Services Specialist, Food and Agricultural Organization of the UN (FAO)

#### Panellists:

1. Dr. Sifa Chiyoge, Regional Director, ICA Africa
2. Mr. Danilo Salerno, Regional Director, Cooperatives of the Americas
3. Mr. Balasubramanian Iyer, Regional Director, ICA Asia and Pacific
4. Ms. Agnes Mathis, Regional Director, Cooperatives Europe

#### Video messages

1. Nomathemba Mhlanga, FAO
2. Viktorya Ayvazyan, FAO
3. Dr. Luiz Beduschi, FAO

#### Special Discussants

1. Dr. Sara Vicari, International Expert on rural institutions and policy of cooperative for Near East and North Africa
2. Jeroen Douglas, ICA Director General

## Parallel Sessions for Enabling Policy and Entrepreneurial Ecosystems

### I.3: Transition from Informal to Formal Economy Tara Sinha and Neha Abraham; Simel Esim

#### Description

In this session the focus/presentations is on cooperatives of workers who have transitioned from the informal to the formal economy. As long as they remain in the informal economy, workers get little recognition as workers. They lack voice and visibility. Cooperatives enable the transformation of what are often marginal survival activities into legally protected work, fully integrated into the mainstream economy. Formalisation into cooperatives brings the needs and voices of workers to the forefront. Issues such as unpaid care work, need for child care and social security, and the importance of education and exposure become visible.

A crucial component of this transition is member education. Informal economy workers, especially from economically weaker backgrounds, lack the knowledge and exposure required to run and manage a formal organisation. There is a need for greater investments in research/ knowledge & education, leadership, accessible digital technologies, etc.

The journey into formalisation empowers the cooperative members as they learn to negotiate the formal world of their respective trades or enterprises. The empowerment is even more remarkable in the case of cooperatives of women workers, who remain invisible despite their high

contribution in several sectors including agriculture, dairy and home-based manufacturing. By fostering inclusion and democratic participation at the local level, such cooperatives become models of working collectively for the common good in the local communities and wider society. There is a need for worker-friendly policies to facilitate this transition. It is necessary to enable more women's cooperatives by partnerships between governments, private sector, civil societies, and other cooperatives.

#### Indicative Questions

- What challenges do workers face as they transition from informal to formal organisations like cooperatives?
- What has helped to support the transition from government? The private sector? Are there examples of some best practices?
- What are the factors that have enabled more inclusive governance and management practices in such cooperatives?
- What kinds of further support would help your cooperative to grow and develop?

#### Session

**Moderator:** Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit

#### Panellists:

1. Mr. Olugbenga Ebenezer Komolafe, Founder, Federation of Informal Workers' Organisations of Nigeria (FIWON), Nigeria
2. Mr. Poonsap Tulaphan, Senior Leader, HomeNet, Thailand
3. Ms. Martha Elena Iglesias Escobar, Colombia
4. Ms. Sangeeta Gamit, Megha Indigenous Women Farmers Cooperative, India
5. Mr. Federico Parra, Specialist, Social and Solidarity Economy, WIEGO, Colombia
6. Ms. Natalia Zarza, UTEP, Argentina



## Parallel Sessions for Enabling Policy and Entrepreneurial Ecosystems

### I.4: Essential Role of the State in Cooperative Development Willy Tadjudje

#### Description

Cooperatives are private entities, even though in most countries they contribute to the fulfilment of missions of general interest, that fall within the remit of the State. As such, they need, at the very least, recognition from the State in order to act legally. This recognition is obtained at the time of registration. In addition to this role of the State, downstream and at micro level, there is a more important mission upstream and at macro level. This involves developing an appropriate legal and regulatory framework. Cooperative law is not limited to specific legislation and regulation. It is necessary to consider the overall legal environment, as cooperatives engage in activities in various sectors (economic law), are subject to specific taxation (tax law), employ people (labour law), and so on.

More generally, it is up to the State to take political and legal measures to ensure that cooperatives are not placed at a disadvantage compared to other legal forms of enterprise, without granting them any favours. More specifically, it is a question of taking account of their specific characteristics in order to apply fair and equitable rules to them. Finally, the State is expected to play a promotional role, in particular by producing statistics, providing support for training, etc.

#### Indicative Questions

- Is the State effectively playing the role assigned to it in the development of cooperatives, given that most of them have made commitments under ILO Recommendation 193?
- In some countries, particularly in Africa and Asia, why do States seem to exercise so much control over the cooperative sector, compared to other forms of businesses?
- How can the State support the cooperative sector without threatening its autonomy and independence (allocation of subsidies and aid, particularly for cooperatives active in activities of general interest)?
- What do you think of certain measures taken by States to promote cooperatives, in particular the allocation of quotas in public markets, the priority inclusion of cooperatives in policies for professional integration, rural development, the promotion of women and young people, etc.?

#### Session

**Moderator:** Ms. Wenyan Yang, Chief, UN Department of Economic and Social Affairs

#### Panellists:

1. Mr. Abdelfattah Alshalabi, Director General, Jordan Cooperative Corporation
2. Mr. Iosefo Koroidimuri - Director Registrar Cooperatives and OIC Ministry of Trade, Cooperatives, Small and Medium Enterprises, Government of Fiji
3. Ms. Aicha Belassir, Director General of the Social Economy and the Corporate Social Responsibility, Ministry of Labour and Social Economy, Kingdom of Spain
4. Mr. Patrick Kilemi, Principal Secretary, State Department of Cooperatives, Ministry of Cooperatives and MSMES, Kenya
5. Mr. Ammar Anwar Sajwani, Acting Director of Cooperatives & Strategic Stocks Department Entrepreneurship & Economic Regulatory Affairs Sector, United Arab Emirates

## Theme II: Nurturing Purposeful Leadership

### Ana Aguirre and Cynthia Giganocavo

Co-create a new class of inspirational leaders while realising the cooperative enterprise model by itself is a leader among business types. Business-savvy and inspiring leaders should be developed and supported for their seamless contribution to strengthening cooperatives globally

#### Description

#### Building Leaders for the Cooperative Movement

##### Ana Aguirre

All of us in the cooperative movement are leaders, and, in one way or another, have chosen to be in a business ecosystem that empowers the many and thrives in participation and shared responsibility. A business ecosystem that impacts directly, not only in a job, but a philosophy; in a way to perceive the world and live in it. The very title of this plenary shares the depth of its content. It is made up of three clear concepts that feed one another: Leadership + Purpose + Nurturing. And each of them are worth diving in a little deeper.

In this session we plan to jump head first into discussing and identifying:

**Leadership:** what do we understand by leadership and how do we define and differentiate cooperative leadership? Who leads in the cooperative movement? Where do we lead from?

**Purpose:** how do we build purpose, who defines it and how is it defined? What is cooperative purpose in practice? How is it connected to action? What is the commitment to purpose coming from?

**Nurturing:** where do we grow cooperative leaders (business, organisation, philosophy, thinkers...) Where do they come from? What is their skillset? What is the structure that supports their development?

Since the 2021 Congress, and beyond, we have looked back to see where we come from and how that history has shaped our movement. Through this panel we will shift our sight forward – not only to see what we are now but what we want to be in the future, building the infrastructure to bridge the gap that separates us from that desired cooperative future and the people who make it.

**The now.** Those of us that lead the movement today, with the businesses that run currently, strengthening a sector that stands the test of time, values and worldwide economic volatility.

**The future.** Represented by the young, and varying from sector to sector – those where cooperatives are going to become stronger, those where cooperatives are yet to create their solutions, and those which cooperatives are going to exit.

It is the combination of intergenerational work and solidarity, at the intersection of social good and business excellency, that will show the world that cooperatives are certainly building a better world. For the many.

And this is what we will be seeing in this panel.

Multiple layers of the cooperative movement, multiple responsibility levels, multiple visions and places from where we can lead... yet an aligned assessment and willingness to make the future cooperative movement stronger. We know that culture (business, organisation and civil) runs years behind the current action – which means that everything we do today shapes, not so much the current but, the future Cooperative Movement. Our legacy.

For the people. For the businesses. For the communities.

From the people. From the businesses. From the communities.

This is all about where and who we want to be.

There are two clear horizons that fill our agendas in parallel: the now and the future.

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## II: Nurturing Purposeful Leadership (continued)

### Cooperatives leading the way to shared and sustainable prosperity

**Cynthia Giagnocavo**

The enterprise model of a cooperative is based on “an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.” While some corporate business models have introduced more value based or “triple bottom line” strategies, cooperatives contain these values as part of their DNA, positioning them as a tested business model to address current and future environmental, social and economic opportunities and challenges.

Not driven by profits or the need for a return on investment by third party shareholders, cooperatives can focus on the sustainable prosperity of both their members and the greater community. By creating economies of scale and pooling member economic power, cooperatives can provide those goods and services that might otherwise not be feasible or available, for example, housing, access to markets, electricity, etc. In addition, cooperatives create “scale” in terms of social capital and community connections and collaborations. They are by their very nature networked enterprises.

The cooperative is also an enterprise model which re-balances power and distributes wealth more equitably. Cooperative surplus revenues also remain in the community, thus creating virtuous circles of wealth creation.

Worldwide, there are 3 million cooperatives, with 1.2 billion cooperative memberships. They provide jobs or work opportunities to 280 million people around the globe (10% of the world’s employed population) and are present in every sector of economic activity, from primary (agricultural, fishing, forestry....), secondary (utilities, textiles, processing of food and goods....), tertiary (healthcare, transportation, retail, banking....) and more recently what is known as quaternary, which is the sector which involves information and technology to innovate and improve processes and services (platform cooperatives, consulting, education, data cooperatives...).

### Indicative Questions

- How can successful cooperatives, large and small, and in all sectors, lead in better demonstrating and communicating their economic, social and environmental value to potential members, new sectors, public administrations, and policy makers? How can cooperative leaders better demonstrate cooperative value creation, capture and delivery?
- How can cooperatives and their leaders promote the cooperative business model through data-driven research and fact based education to create fully informed and educated cooperative leaders for the present and future?
- How can the cooperative enterprise model be introduced as widely as other, more common, enterprise forms so that there is a real choice among a diversity of business models?
- How can cooperatives and cooperative leaders harness digitalisation processes and tools to further scale up, scale out and scale deep the cooperative enterprise model?
- What resources and capabilities are needed for cooperative leadership and management, and how can cooperatives collaborate in order to access such resources and develop such capabilities?

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## II: Nurturing Purposeful Leadership (continued)

### Plenary address

#### India's most recent revolution!

**Mission to improve health literacy in India by educating people on the importance of reading food labels**

Mr. Revant Himatsingka, "Food Pharmer", India's most trusted health crusader

### PLENARY PANELS

#### II.A: Building Leaders for the Cooperative Movement

**Moderator:** Ms. Ana Aguirre, Chairperson, ICA Youth Committee

##### Panellists:

1. Mr. Esteban Kelly, Executive Director, U.S. Federation of Worker Cooperatives, USA
2. Ms. Rinky Kumari, Social entrepreneur from Hutup village in Ranchi, India
3. Ms. Dulce Bustamante, Executive Director, Union of Legitimate Service Contracting; Chairperson of the ICA-AP Youth Committee, The Philippines
4. Mr. Roeland Monasch, CEO, Aflatoun International, The Netherlands
5. Ms. Gretchen Hacquard, ICA Director Membership; ICA Youth Committee

#### II.B: Cooperatives Leading the way to shared and sustainable prosperity

**Moderator:** Prof. Cynthia Giagnocavo, Chairperson, ICA Committee on Cooperative Research

##### Panellists:

1. Dr. Nelson Kuria, Chairperson, CIC Group, Kenya
2. Mr. Pete Westall, Chief Values Officer, The Midcounties Cooperative, UK
3. Ms. Mirai Chatterjee, Chairperson of SEWA Cooperative Federation Director, SEWA Social Security, India
4. Mr. Ameya Prabhu, President, Indian Chamber of Commerce (ICC)
5. Ms. Xiomara Núñez de Céspedes, Chairperson, ICA Gender Equality Committee



## Parallel Sessions for Nurturing Purposeful Leadership

### II.1: Building cooperative value chains Cynthia Giagnocavo

#### Description

Cooperatives have traditionally been formed to increase bargaining power, achieve economies of scale, provide higher profits or returns for members, lower costs on inputs, obtain, improve or supply access to products and services, reduce risk, and contribute to development and the building of social capital.

These objectives are still valid, but increasingly globalised markets, digitalisation, the concentration of power in supply chains, and climate change, amongst other structural, technical, and market developments, have presented complex challenges for cooperatives. Cooperatives are also influenced by the position in the supply chain; internal governance; and their institutional environment.

The following trends can be seen in cooperative supply chains worldwide:

- Accelerated internationalisation has led to small-scale cooperative members increasingly forming associative and/or collaborative strategies that are continually being restructured due to changes in other areas of the system;
- Large investor-owned firms (IOF) have modified relationships in the supply chain, thus affecting integration and collaboration;

- Cooperatives, depending on the particular sector, are very present in international or global supply chains, but they are often seen to represent a weak link in the overall supply chains or systems; and
- Cooperatives either concentrate or cooperate horizontally but they must also engage in vertical collaboration (raising questions on the heterogeneity of member interests/values/incentives).

#### Indicative Questions

- Historically cooperatives organised chains vertically and/or horizontally, from the producer to the consumer, but the various functions of production, processing, commercialisation and retail have often become subject to specialisation and have integrated separately and more intensively into global value chains, aided in part by digitalisation and data flows.
- How can cooperatives organise and strategise to address supply and value chain imbalances of power? How can they cooperate more intensively to create cooperative supply and value chains?
- What different strategies do we see in different parts of the world? What different cooperative organisational arrangements might be proposed for cooperative supply chains?

- Where/when integrating into higher-level cooperative structures is not feasible, how can cooperatives address the risks of integrating into non-cooperative value chains without weakening the structure of primary cooperatives?

#### Session

**Moderator:** Ms. Cecile Berranger, Rural Institutions and Services Specialist, FAO

#### Panellists:

1. Mr. Bahman Abdollahi, President, Iranian Chamber of Cooperatives
2. Mr. Erwin Novianto, CEO, Fairtrade NAPP
3. Ms. Altantuya - Tseden-Ish, Vice chairperson, National Association of Mongolian Agricultural Cooperatives
4. Ms. Kim Jeonghee, Chairperson of iN Lifecare Cooperative Federation
5. Prof. Cynthia Giagnocavo, Chairperson, ICA Committee on Cooperative Research

## Parallel Sessions for Nurturing Purposeful Leadership

### II.2: Mainstreaming Cooperative Education and Research Ann Hoyt and Stefania Marcone

#### Description

To be an effective 'purposeful leader' one must be confident in the clarity of purpose of their organisation. Cooperative leaders ought to understand the nature of the cooperative member owned and controlled model of enterprise; they need to understand the advantages of the model and recognise opportunities congruent with the values embedded in the Cooperative Identity and with the raison d'être of their operations. To achieve purposeful cooperative leadership one needs access to education fit for this purpose since it often runs against the logic of the mainstream (business) education. Yet cooperative education is not available on all levels, and in all corners of the world. It is particularly not sufficiently present in academic circles with the most impact on trends in business and academia. To mainstream cooperative education one needs to mainstream cooperative research, include this enterprise model in textbooks, and theorise collective entrepreneurship and collective innovation. None of this will be achieved without collective action of the cooperative movement. While education is a principle, and education committees and funding are available in some ecosystems, they are sorely missing in most. Education needs to penetrate institutions of elementary and higher education, rather than remain a narrow internal organisational concern.

#### Indicative Questions

- To what extent are cooperatives supporting educational programs in schools and universities?
- What opportunities are there for the engagement of cooperatives in (higher) education, and in what ways can their support be most effective?
- Are cooperatives engaged in research/ how/ what opportunities exist for a stronger bond between academia and the sector?
- What does 'mainstreaming' cooperative education mean to you? What resources are needed for a meaningful progress towards this goal?

#### Session

**Moderator:** Prof. Ann Hoyt, Emerita Professor at the University of Wisconsin-Madison, USA

#### Panellists:

1. Dr. Arturo Alvarado Hierro, Rector of the MONDRAGON University México
2. Dr. Jacqui Thomasen, CEO, The Co-operative College, UK
3. Dr. Stefanie Friedel, Valorisation coordinator, Kenniscentrum voor Coöperatief Ondernemen (Centre of Expertise for Cooperative Entrepreneurship), KU Leuven, Belgium
4. Prof. Issac Nyamongo, Deputy Vice Chancellor, The Co-operative University of Kenya
5. Mr. Kapil Meena (IAS) Director, National Council for Co-operative Training, India
6. Mr. Remy Gorga Neto, President of OCB/DF, and member of board of directors. Organização das Cooperativas Brasileiras (OCB), Brazil



## Parallel Sessions for Nurturing Purposeful Leadership

### II.3: Nurturing executive leadership: Perspective from Business Sectors P. Santosh Kumar

#### Description

The session will help participants understand how sectoral federations and similar organisations develop leaders who contribute to the cooperative movement and society. The nurturing of in-house talent is intrinsic to the nature of cooperatives, representing a crucial attribute in light of the ongoing necessity for human resource development (HRD) to maintain competitiveness in the face of competition from other market actors. Principle 5 encapsulates the core tenets of cooperative enterprise, particularly with regard to the development of human resources and the cultivation of future business leaders. 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 opinion leaders - about the nature and benefits of cooperation. What then are the practices followed by the sectoral federations of the ICA? Lessons that can be learned, and collaborations that can be fostered in nurturing purposeful leadership in the various sectors represented by cooperatives?

We will answer these questions during the session. The session will also look at how leaders define the purpose of cooperatives and how they align their leadership with the values of cooperatives.

The panellists will explain how cooperative principles can be used in decision-making and strategy in both cooperative and non-cooperative contexts. They will also look at what helps leaders make a difference, focusing on young leaders. The panellists will also share their thoughts on future leadership trends in their sectors.

#### Session

**Moderator:** Ms. Rebecca Harvey, Executive Editor, Co-op News

#### Panellists:

1. Mr. Inigo Albizuri, President, CICOPA
2. Dr. Carlos Zarco, President, International Health Cooperative Organization
3. Mr. Hirofumi Kobayashi, Executive Director, Institute for the Development of Agricultural Cooperation in Asia (IDACA), Japan
4. Mr. Bhima Subrahmanyam, President, International Cooperative Banking Association
5. Mr. Blase Lambert, Chief Executive Officer of the Confederation of Co-operative Housing (CCH)
6. Mr. Chandra Sekhar Reddy Tupalle, CEO, Mahila Abhivruddhi Society, Andhra Pradesh (APMAS)

## Parallel Sessions for Nurturing Purposeful Leadership

### II.4: Values in Cooperative Business: Perspectives from Large Cooperatives Joseph Njuguna

#### Description

This session will highlight the unique value and benefits that cooperatives provide to their members, communities, and society, with insights from the year-long study by the ICA International Cooperative Entrepreneurship Think Tank (ICETT). ICETT will present its analysis on this topic as it explores how cooperatives can adapt to market dynamics while preserving their core values.

Cooperatives are member-owned and democratically controlled enterprises emphasising social and environmental well-being over profit. They operate in diverse sectors such as agriculture, finance, health, and services, embodying principles of voluntary membership, economic participation, democratic control, education, and community concern. Key benefits to members include democratic governance, economic participation, and profit sharing, fostering financial stability and empowerment. Cooperatives provide members with access to essential resources like affordable credit, insurance, and agricultural inputs. Members often gain from improved working conditions and income stability, as well as the opportunity for involvement in decision-making, creating a sense of ownership and collective purpose.

Cooperatives also contribute significantly to local communities by promoting economic development, creating jobs, and supporting local businesses. They prioritise sustainability by adopting environmentally friendly practices, contributing to social inclusion, and offering opportunities

for marginalised groups. Cooperatives invest in members' education and skill development, benefiting both individuals and the community. Larger cooperatives face unique challenges, such as maintaining cooperative identity and democratic participation amidst scale expansion, with some critics suggesting that larger entities sometimes align with investor-owned structures. However, many large cooperatives counter this by actively communicating their cooperative identity and offering both tangible benefits (services and economic advantages) and intangible ones (democratic participation and social impact).

This session will focus on deepening this analysis, examining direct and indirect member benefits, community contributions, and cooperatives' alignment with regional and global development goals. Recommendations derived from this analysis aim to help cooperatives leverage their identity as a competitive advantage, enhance social impact, and drive growth. The findings underscore the value of cooperatives in fostering inclusive, sustainable economic systems, offering lessons for cooperatives worldwide to embrace their distinctiveness while serving both members and society.

#### Indicative Questions

- Share how your cooperative defines and structures member benefits, both in tangible and intangible ways, and how these align with members' needs.
- As cooperatives grow, how do you maintain core values like democratic participation and community focus while

meeting the demands of scaling up?

- In what ways does your cooperative contribute to local economic resilience and sustainability, and could you share examples of positive community impact?
- Looking forward, how can cooperatives leverage their unique identity as a competitive advantage, and what role could innovation play in enhancing member and community benefits?

#### Session

**Moderator:** Mr. Gianluca Salvatori, Secretary General, European Research Institute for Cooperatives and Social Economy, Italy

#### Panellists:

1. Mr. Pete Westall, Chief Values Officer, The Midcounties Cooperative, UK
2. Ms. Merav Niv, Head of Cooperative Development & Senior Legal Counsel, Kibbutz Movement, Israel
3. Mr. Thomas Blondeel, International Advocacy officer, SmartCoop, Belgium
4. Ms. Chitose Arai, Vice President, Japan Consumer Cooperative Union, Japan
5. Mr. Michael Mugo, Director - Branch & Distribution, CIC Group PLC, Kenya
6. Mr. Santosh Shukla, General Manager, Indian Farmers Fertiliser Cooperative, India



## Theme III: Reaffirming the Cooperative Identity

### Ann Hoyt, Alexandra Wilson, Melina Morrison and Stefania Marcone

The ICA is the custodian of the values and principles of cooperatives. The Global Consultation on the Cooperative Identity has yielded results, reflections and recommendations to protect and promote the values and principles in the 21st Century

#### Description

The 33rd World Cooperative Congress, held in December 2021 in Seoul, Korea, marked the beginning of an extended consultation to explore cooperators' understanding of our shared Cooperative Identity and to examine how well the Statement on the Cooperative Identity has stood the test of time. It had been nearly ten years since the previous World Congress and a quarter of a century since the adoption in 1995 of the Statement. Much had changed over this time and new challenges and opportunities faced the world's cooperative enterprises. It was time to step back and consider the relevance and impact of our internationally recognised Cooperative Identity.

In conjunction with the Congress, the ICA Board set up the Cooperative Identity Advisory Group (CIAG) to continue the reflection and consultation on the Cooperative Identity, gathering global input. The Advisory Group reflected on what it heard and tabled a set of recommendations with the ICA Board of Directors addressing how we articulate, live, communicate and protect our shared Cooperative Identity. The Board adopted those recommendations at its October 2024 meeting for consideration by the ICA members at the General Assembly that will follow this Conference.

The global context for this reflection on the Cooperative Identity is urgent, with pressing issues such as climate change, inequality, and armed conflict threatening communities worldwide. Representing over 1.2 billion people, cooperatives offer a proven business model grounded in democratic governance, equality, and solidarity that can help address these challenges. The United Nations' declaration of 2025 as the International Year of Cooperatives presents an important opportunity to raise awareness about our contribution to achieving the Sustainable Development Goals (SDGs), a contribution that is too often hidden in plain view. This plenary session focuses on how cooperatives can strengthen their identity and increase their impact by living according to the principles and values set out in the Statement on Cooperative Identity.

When we live by the values and principles the Statement sets out, cooperatives become intentionally trustworthy and resilient players in the market, whatever our type, size, sector or country of operation. Throughout our history, we have shown that we can fulfil the promise inherent in our identity in the most difficult and challenging of circumstances, in good times and bad. When we abide by our values of responsibility and accountability, we strengthen the competitiveness and visibility of the cooperative way of doing business. The cooperative

difference offers a transformative opportunity to realise the hopes of millions of people to better their own lives and the lives of their families and communities. Increasingly, national and international institutions are coming to see this.

To strengthen our global impact, cooperatives must actively communicate their successes and contributions, ensuring our model is seen as not just viable, but essential. The ICA's initiative to examine and promote the Cooperative Identity is a vital step in showcasing cooperatives' transformative potential in creating a more sustainable, inclusive, and equitable world. As the ICA continues its work and the world continues to face urgent challenges, the cooperative model offers a powerful, values-driven approach to building a better future. Strengthening and sharing the cooperative identity is key to unlocking this potential on a global scale.

The panellists in these two sessions will share how cooperators in different parts of the world have taken up the challenge of exploring the Cooperative Identity and answering the question, "How can we strengthen our cooperatives and advance the movement by giving full expression to our Cooperative Values and Principles?"

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### III: Reaffirming the Cooperative Identity (continued)

#### Plenary address

##### Cooperation as a way of life!

Ms. Kendra Pristin, Young cooperator from the Philippines from the Aflatoun-NATTCO programme, The Philippines

#### Announcing the release of the book

*Cooperatives in Action: Enterprises with Principles and Values that Change the World* by ICA President

**Dr. Ariel Guarco**

Dr. Ariel Guarco, ICA President and Dr. Martin Lowery, former Chair of the ICA Board Committee on the Cooperative Identity

#### PLENARY PANELS

##### III.A: Perspectives from ICA Global Consultations on the Cooperative Identity

**Moderator:** Ms. Alexandra Wilson, ICA Board Member and Chairperson, ICA Cooperative Identity Advisory Group

##### Panellists:

1. Ms. Maria Eugenia Perez Zea, Chair of the Board of Directors of the Coomeva Cooperative Business Group, Colombia
2. Mr. Doug O'Brien, President/CEO, NCBA-CLUSA
3. Ms. Francesca Ottolenghi, Chief of International Relations, Internationalisation and Development Cooperation, LegaCoop Nazionale, Italy
4. Mr. Kenki Maeda, General Manager, Department for Cooperation among Cooperatives, Japan Co-operative Alliance (JCA)
5. Ms. Om Devi Malla, Chairperson, National Cooperative Federation of Nepal
6. Mr. Hyunha Kim, Head of the Policy Planning Team, iCOOP, Korea

##### III.B: Living our cooperative identity

**Moderator:** Ms. Melina Morrison, CEO, Business Council of Cooperatives and Mutuals

##### Panellists:

1. Ms. Aicha Errifaai, Director General, l'Office de développement de la coopération (Office for the Development of Cooperatives), Morocco
2. Mr. Satish Marathe, Cooperative representative to the Reserve Bank of India
3. Mr. Erbin Crowell, Executive Director, NFCA and Board Member, Dot Coop LLC
4. Ms. Anne-Laure Desgris, Director, Smart Belgium
5. Prof. Ann Hoyt, Professor Emerita at the University of Wisconsin-Madison, USA



## Parallel Sessions for Reaffirming the Cooperative Identity

### III.1: Cooperatives in the Care Economy Diana Dovgan

#### Description

Care is a universal need and care provision is a fast-growing sector of the economy. Care workers are fundamental to our society, but they also face some of the most difficult working conditions. The high prevalence of undeclared and informal care deprives a significant number of caregivers of guarantees and rights associated with formal employment and disproportionately affects women, especially with migrant backgrounds. Access to quality and affordable care services is not guaranteed for everyone, exacerbating social exclusion, discrimination and precarity of vulnerable people.

In this context, cooperatives have been emerging as innovative providers of care and their contribution to the sector has grown significantly, spanning multiple countries worldwide, meeting the high demand and addressing various challenges in the sector.

Cooperatives have shown that they can contribute in various ways by transforming undeclared care activities into legally protected work. In particular they are empowering women who provide some form of care to children and care-dependent adults, whether paid or unpaid, and contribute to their economic and social inclusion.

During this session, we will discuss the cooperative formula for the provision of quality care services and quality working conditions for the caregivers. How do cooperatives address diverse socio-economic inequalities associated with care and make it available even to the most disadvantaged citizens? What are the adequate governance models guaranteeing the effectiveness of the service provided and decent work conditions? What type of partnerships or support from governments could help cooperatives in the care sector to thrive?

#### Session

**Moderator:** Diana Dovgan, Secretary General, CICOPA

#### Panellists:

1. Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit
2. Dr. Sonia George, General Secretary, Self Employed Women's Association, and Executive Committee Member of the International Domestic Workers Federation
3. Mr. Giuseppe Guerini, President, CECOP; Representative of CICOPA to the ICA Board
4. Dr. Rose Karimi, Cooperative Advisor, HealthPartners
5. Ms. Hazel Corcoran, Executive Director Canadian Worker Co-operative Federation
6. Ms. Melina Morrison, CEO Business Council of Cooperatives and Mutuals

## Parallel Sessions for Reaffirming the Cooperative Identity

### III.2: Promoting Cultural Heritage and Purposes through Cooperatives Christine Merkel and Stefania Marcone

#### Description

Meeting “cultural needs and aspirations” of members is a key purpose of cooperatives worldwide as they promote positive change. In many countries cooperatives safeguard and manage museums, theatres, cinemas, cultural spaces, orchestras, archaeological sites, promote sustainable tourism, ethical journalism, media, and defend the legitimate interests of artists and workers in the creative sector, etc. This advances sustainable development of communities through, among other things, job creation, democratic participation, equity, and education, i.e. living the cooperative identity.

In 2016, the idea and practice of organising shared interests in cooperatives was successfully inscribed in UNESCO’s Representative List of Intangible Cultural Heritage of Humanity, subsequently reconfirmed in 2021 and 2022 UN high-level documents.

Following the 33rd World Cooperative Congress session on *Cooperative Culture and Safeguarding Cultural Heritage*, ICA participated actively in the 2022 UNESCO World Conference on Cultural Policies and Sustainable Development. This ICA-MONDIACULT side-event showcased how cooperatives innovate *Safeguarding Cultural Heritage; Organizing workers and professionals in the Creative Sector; and Educating for a better world.*

In view of the 2025 UN International Year of Cooperatives and ICA’s September 2024 Board decision, this parallel session will explore specific, measurable, achievable and time bound targets and indicators how cooperatives all over the world are promoting cultural purposes and heritage

#### Indicative Questions

- What is the role of cooperatives in promoting culture and cultural heritage? How do they start? What are their (best) practices?
- What are the best ecosystems supporting the development of cooperatives involved in promoting cultural purposes and in the creativity sectors?
- How to enhance public visibility and awareness of their contributions at local, national and international level? What type of action can their members take?
- How to accomplish a worldwide stocktaking of cooperatives active in culture, as an outcome of the 2025 International Year of Cooperatives, and springboard for the next decade?

#### Session

**Moderator:** Ms. Christine M. Merkel, International Expert; Member, UNESCO’s Expert Facility on cultural policy and governance, Germany

Mr. Thomas Mende, Department Director & Head of Committees and Communications, DZ BANK AG ([Video](#))

#### Panellists:

1. Mr. Tiago Schmidt, Organização das Cooperativas Brasileiras, Brazil
2. Ms. Francesca Federzoni, President, Cooperativa Politecnica, Italy
3. Mr. Guido Schwarzendahl, Chair Cooperative Housing International; GdW Bundesverband deutscher Wohnungs- und Immobilienunternehmen e.V (Federal Association of German Housing and Real Estate Companies)
4. Ms. Liz McIvor, General Manager, The Co-operative Heritage Trust, UK
5. Mr. Jokin Diaz, Social Economy Director, Basque Government, Spain
6. Special Discussant from ICA Board: Mr. Iñigo Albizuri Landazabal, ICA Board Member and Global Head of Public Affairs, Mondragon Corporation, Spain



## Parallel Sessions for Reaffirming the Cooperative Identity

### III.3: Cooperatives in Educational Institutions Ganesh Gopal

#### Description

As part of the ICA Global Cooperative Conference 2024, this panel explores the critical role that Cooperatives in Educational Institutions (CEIs) play in reaffirming the cooperative identity. The fifth cooperative principle—Education, Training, and Information—serves as a foundation, emphasising the need for a continuous transfer of cooperative values to young leaders, ensuring that cooperatives remain sustainable and adaptable to changing global challenges. CEIs, such as university cooperatives and school cooperatives in countries like Japan, Malaysia, and the Philippines, immerse students and faculty in cooperative praxis. These institutions offer hands-on governance, entrepreneurship, and leadership opportunities while promoting core cooperative values such as self-help and mutual aid. In doing so, CEIs contribute to the cultivation of ethical and purposeful leaders capable of advancing the cooperative movement or embedding cooperative principles in broader societal contexts. This session will highlight global examples, including case studies from Malaysia, Japan, Spain, and Iran, to show how CEIs foster youth involvement in the cooperative movement. By involving young people early on, CEIs ensure generational renewal in cooperative leadership and create strong foundations for the future of the movement.

This session has the following objective:

- Reaffirm the importance of cooperative identity through education in CEIs.
- Promote youth leadership by linking early involvement in cooperatives with purposeful, values-driven leadership.
- Provide global perspectives on how CEIs advance cooperative principles.
- Facilitate interactive discussions, inspiring cooperative leaders to strengthen the role of CEIs globally.

#### Guiding Questions

- How can CEIs better integrate cooperative education to foster long-term leadership?
- What are the best practices for engaging youth in cooperative governance and management?
- How can international collaboration strengthen cooperative identity in educational institutions?

#### Session

**Moderator:** Prof. Yashavantha Dongre, Co-Secretary, ICEI & Vice-Chancellor, Chanakya University

**Remarks:** Mr. Ganesh Gopal, Secretary, ICA Asia and Pacific Committee on Cooperatives in Educational Institutions (ICEI)

#### Panellists:

1. Dr. C. Pitchai, Professor, Gandhigram Rural Institute (GRI), Dindigul, India
2. Mr. Dato Kamarudin Ismail, Member, ICA Global Board and Board Member & Former Dy. President, ANGKASA, Malaysia
3. Mr. Patxi Olabarria, President, Basque Cooperative High Council, Spain
4. Mr. Junki Ito, National Federation of University Co-operative Associations (NFUCA), Japan

## Parallel Sessions for Reaffirming the Cooperative Identity

### III.4: Resilience as a Response: Case Studies in Hardship Management by Cooperatives S. Swaminathan

#### Description

Coming just 12 years after the global financial crisis, the COVID-19 pandemic made the entire world sit up and realise the importance of resilience, defined as the ability of people, households, communities, and countries to resist, recover from, or adapt to the effects of a shock or a change.

As our world experiences more shocks (conflicts, natural disasters, cyber attacks, and more), are institutions making societies more resilient? As we move into a future expected to bring bigger and more frequent shocks, are our institutions building their capacities to be more resilient?

The panel discussion will dwell on various aspects of resilience. In living the cooperative identity, have cooperatives demonstrated a greater capacity than other forms of organisation to withstand shocks, to cope with shocks and maintain their functioning, to bounce back, and to see opportunities in the crises? Do cooperatives and the cooperative ecosystem make their members, communities, key stakeholders, and larger societies more resilient? What are the noteworthy examples we can learn from? What can the records of such cooperatives in hardship management teach us about absorbing shocks, adapting to shocks, and using shocks as feedback and opportunities, to build prosperity and resilience for all?

#### Indicative Questions

- What are the most critical aspects of the shocks we are likely to face in the coming years?
- What kinds of capacities do we need to deal with such shocks?
- How have cooperatives with great longevity demonstrated resilience?
- How have new age cooperatives demonstrated resilience?
- Are the cooperatives in some regions more resilient? What made them so?
- Are the cooperatives in some sectors more resilient? What made them so?
- What strategies and actions must the cooperative ecosystem prioritise now, to help build a more resilient world?

#### Session

**Moderator:** Ms. LuAnn Werner, Deputy Executive Director, Overseas Cooperative Development Council, USA

#### Panellists:

1. Mr. Hiroshi Inamura, Managing Director, Kokumin Kyosai Co-op, Japan
2. Mr. Kishor Kumar, Chief Project Coordinator, Uralungal Labour Contract Cooperative Society Ltd, India
3. Ms. Anna Tibblin, Secretary General, We Effect, Sweden
4. Ms. Debbie Robinson, Chief Executive Officer, Central Co-op, UK
5. Mr. Noel Raboy, CLIMBS Life and General Insurance Cooperative, The Philippines



## Theme IV: Shaping a Cooperative Future

### Sonja Novkovic and Jeroen Douglas

The present is rapidly evolving. Technology is changing every day and we face a future of growing crisis. Cooperatives could participate in creating urgent digital solutions, and to tackle data, sustainability, climate and the capital conundrum. Cooperatives should help to address the imbalance of power and concentration of capital that digitalisation processes have created, and to harness digitalisation to create new collaborations, economic and market benefits, alternative business models and educational opportunities

#### Description

Current global challenges and crises – economic, social, environmental and the crisis of humanity – were predicted decades ago by the authors of the *Limits to growth* presented to the Club of Rome. Changing the system addicted to growth is necessary to shift the course into a sustainable future, they warned. To do this, they identified several leverage points – most importantly, changing the mindset and the goals of the system. Cooperators do have a different mindset regarding the goals and the purpose of economic activity, and the way it is delivered, as captured by the Statement on the Cooperative Identity. The Statement offers a path to the future and a means to confront future challenges. Cooperative values-based decisions provide a unique form of guidance into that future where leaders have to confront unknown and fast changing challenges and recognise opportunities fit for a just society.

The cooperative model of enterprise has as its inherent feature the propensity to form purpose-driven complex networks. The potential to impact the socio-economic transformation required for a sustainable system is therefore embedded in the model. The cooperative

model offers radical imagination required for system transformation – a different mindset placing the collective enterprise firmly in the social sphere of influence and concern. An important feature arising from the cooperative identity are cooperative networks; they are part and parcel of the cooperative identity embodied in the 6th principle: Cooperation among cooperatives. This structural design is enabling cooperatives, through their associations, federations, consortia and other forms of complex networks, to innovate and navigate challenges such as digital transformation, pooling of capital, or a circular strategy.

The circular economy has become an important strategy toward sustainability. Circular business models in the literature and practice mostly engage with the environmental impact of the circular design; however, it has been recognised that the social component is the missing factor for a successful formation of a “circular society”. The social dimension of sustainability is therefore important, and cooperatives play an important role in creating rich circular value systems.

When you don’t know where you are going, any road will do”, the old joke goes. Luckily cooperators do know where they are going – into a future where workers have control over their lives and livelihoods; where basic necessities are sheltered from market fluctuations and speculative activity; where financial capital is a means to achieving a humanistic purpose and fuelling the real economy; where prosperity for all is the goal of the system; commons are protected for public use; and technology serves humanity, rather than the other way around. Cooperative vision of the future includes other forms of enterprise with shared values and a humanistic perspective. When they engage with markets, cooperatives often correct for market imperfections by providing living wages, paying fair prices and fair taxes, among others.

Cooperative impact is fundamental in the promotion of human dignity and advancement toward sustainable futures. However, to assess their true impact, cooperatives need to influence both what matters, and what is measured. The challenge is complex and multi-layered. Cooperative leaders need to appreciate the true purpose of their cooperative and use assessment and reporting tools which will align cooperative business with its enterprise model. They also need to use indicators which can change

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## IV: Shaping a Cooperative Future (continued)

the course toward sustainability and resilience, but more broadly, cooperative impact and indicators used to assess it, should influence the sustainability measurement industry and its agencies. Indicators used to measure progress toward a sustainable future serve as another leverage point in changing the system. Cooperatives can significantly impact the field of sustainability measurement and reporting, since they arise out of a collective need created by injustices – economic, social, or environmental; in other words, unsustainable business practices. Authentic cooperatives ought to shape authentic sustainability accounting. Innovative visionaries among cooperative leaders hang their hat on cooperative values. This certainly informs the kind of future humanity could thrive in, and it informs the kinds of indicators and data they need to make enlightened cooperative decisions.

While we don't know what the future holds, a cooperative future defines the kinds of responses to roadblocks ahead. Cooperatives create networks; they seek partners in the social solidarity economy, partners with shared values and a different mindset to shape an economy which includes people-centred solutions resting on the rights of nature and human rights.

This session will be guided by a few overarching questions: What would a people-centred digital economy look like? What does a circular society look like with cooperatives at the helm? How is global trade organised through cooperative value chains and how can intercooperation shape them? What is the nature of capital for the authentic cooperative future, and what kinds of data and indicators need to be collected to ensure that the economy is on the road to authentic sustainability?

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## IV: Shaping a Cooperative Future (continued)

### Plenary address

#### Seizing the means of Computation!

Mr. Cory Efram Doctorow, Best Selling author of  
*The Internet Con: How to Seize the Means of Computation*

### PLENARY PANELS

#### IV.A: Creating and Measuring Cooperative Impact

**Moderator:** Prof. Sonja Novkovic, Professor of Economics and Academic Director of the International Centre for Co-operative Management Saint Mary's University, Canada

##### Panellists:

1. Prof. Axel Marx, Deputy Director Leuven Centre for Global Governance Studies, KU Leuven
2. Dr. Sifa Chiyoge, Regional Director, ICA Africa
3. Prof. Trebor Scholz, Platform Cooperatives Consortium, New York
4. Dr. Ilcheong Yi, Senior Research Coordinator, UN Research Institute for Social Development, Geneva
5. Ms. Tone Cecile Faugli, Managing Director, Fairtrade Norway
6. Dr. Simel Esim, Manager, ILO Cooperative, Social and Solidarity Economy Unit

#### IV.B: Market Based Solutions by and for Cooperatives

**Moderator:** Mr. Jeroen Douglas, Director-General, ICA

##### Panellists:

1. Ms. Rose Marley, CEO, Cooperatives UK
2. Mr. Shatadru Chattopadhyay, Solidaridad Network Asia
3. Mr. Puvan Selvanathan, President and Founder, Blunumber
4. Ms. Violetta Nafpaktiti, CEO, DotCoop LLC
5. Mr. Wouter Vandersypen, Executive Director, Kampani
6. Mr. Aaron Stewart, Deputy CEO, Coop-Exchange
7. Mr. Harm Haverkort, Director Partnerships Asia & Pacific, Rabobank

## Parallel Sessions for Shaping a Cooperative Future

### IV.1: Fit for UN SDG12: textile cooperatives as an alternative response to global demands through a people-centred circular economy. Annalisa Vallone

#### Description

Since 2015, the UN Sustainable Development Goal 12 has called for a multi-stakeholder approach towards a socially and environmentally responsible circular economy. However, the increasing over- production and -consumption of goods and services are hindering its achievement. A key example is the fashion industry. While its production provides around 300 million jobs (mainly to women) for a global worth of \$2.4 trillion-dollar (UN Alliance for Sustainable Fashion), it is also depleting our habitat, from gas emissions to microplastics in the oceans, incentivising overconsumption and breaching social rights, as shown by fast fashion. Textile cooperatives have been long challenging these negative trends. Not only do they rely on local production and distribution networks, proving the circularity and traceability of their business model and value chain, they also use their fashion products to express and export their socio-cultural identity and concern for the glocal community. *But are they aware of this uniqueness? And how about development partners and policymakers, or even the coop movement itself?* This session will focus on the untapped potential of textile coops as a responsive and responsible solution to correct over-production and -consumption patterns, within and beyond the fashion supply chain. Regional experiences will highlight the positive *glocal* multiplier effect of textile coops, complemented by international practices that can

help boost their economic value. It aims to raise awareness among coops and development partners on the need to build the capacity of coops in the textile sector and strengthen dialogue to prove that coops are fit for purpose to achieve global goals.

#### Session

**Moderator:** Annalisa Vallone, International Development Coordinator, Cooperatives Europe

#### Panellists:

1. Ms. Christine M. Merkel International Expert; International Expert, UNESCO/EU Technical Assistance in Cultural Governance and sustainable development
2. Ms. Marcelina Zjawieńska, Founder of the Splot Społeczny Foundation, Obieg Twórczy & Obieg Rzeczy co-creator. ICA Youth Network Vice-President for Europe Cooperatives Europe Youth Representative
3. Mrs. Gabriela Cabrera, Vice-President, Manos del Uruguay
4. Ms. Maja Drca, EU Representative, Programme for the Endorsement of Forest Certification [PEFC]
5. Ms. Anne Chappaz, Chief - Institutions and Ecosystems, Division of Enterprise, Competitiveness and Institutions, International Trade Center
6. Ms. Mandkhai Mendbayar, Member of Parliament of Mongolia



## Parallel Sessions for Shaping a Cooperative Future

### IV.2: Cooperatives, and Digital and New Technologies Diana Dovgan

#### Description

How do cooperatives engage with emerging technologies, leveraging them to benefit their members and align with their goals? Emerging technologies present opportunities for cooperative entrepreneurship but also for systemic change serving the public good.

In parallel, the digital transformation of established cooperatives is crucial in order to enhance their market competitiveness. Intercooperation, a core cooperative principle, is a significant opportunity to align the digital needs of cooperatives active in more traditional sectors with the services offered by innovative tech cooperatives. But how to put this into practice?

What are the enabling factors for cooperatives to thrive in the digital age, and how can federations support them in that field?

This session will address these questions and explore how digital and emerging technologies can be integrated in ways that uphold cooperative values and principles.

#### Session

**Moderator:** Diana Dovgan, Secretary General, CICOPA

#### Panellists:

1. Piero Ingrassio, Director of Innovation, Coopfond SpA
2. Manuel Leiva, President of FACTTIC, Member of Patio.coop
3. Steve Ediger, Founding Worker-Owner of ChiCommons cooperative
4. Viraj Desai, Senior Associate at IT For Change

## Parallel Sessions for Shaping a Cooperative Future

### IV.3: Measuring the Cooperative Impact Towards Sustainability Sonja Novkovic

#### Description

Indicators used to measure progress toward a sustainable future serve as important feedback loops as long as they provide information required to change behaviours. Cooperatives are democratic member organisations with associational and mutualist character, networked inter-cooperative structures, and a direct relationship through members' use of the enterprise for a particular need-satisfying purpose, rather than a purely financial investment. They promote human dignity in all aspects of their operations. With these characteristics, there is evidence that they have the potential to impact on system change and provide leadership in transition toward sustainable societies.

This session will address developments of tools and indicators used to measure and report on the performance and impact of cooperatives. These tools will include the Sustainable Development Performance Indicators (SDPI) tool launched recently by UNRISD (<https://sdpi.unrisd.org/>), after a global testing phase where large cooperative groups including the Mondragon Corporation have participated.

#### Questions

- What are the reasons to measure performance; what do you measure and report on and for what purpose?
- What role do indicators have in shaping a sustainable future?
- How does measuring and reporting inform cooperative leadership and communicate the cooperative advantage specific to the cooperative identity?

#### Session

**Moderator:** Prof. Sonja Novkovic, Professor of Economics and Academic Director of the International Centre for Co-operative Management Saint Mary's University, Canada

#### Panellists:

1. Mr. Ilcheong Yi, Senior Research Coordinator, UN Research Institute for Social Development, Geneva
2. Mr. Ibon Zugasti, Partner and Director, PROSPEKTIKER & International Project Manager, LKS Mondragon Corporation, Spain
3. Ms. Chiara Carini, Senior Researcher, EURICSE, Italy
4. Dr. Justin Bomda, Director General, MUFID Union, Cameroon
5. Mr. S.P. Singh, Managing Director Indian Farm and Forestry Development Cooperative Ltd. (TBC)





## Parallel Sessions for Shaping a Cooperative Future

### IV.4: Workshop on Accelerating towards Sustainable Development Jeroen Douglas

#### Description

In this closing session we will try to systematise findings from the different plenaries. We will use the eight 'what's' which emerge from the plenaries as input for the break-out sessions, where we will relate them to the latest draft Theory of Change as developed for the new ICA Strategy 2026-2030.

Where do we see the overlap? Where are the missing items? What is 'on topic'? What is off topic? How can we ensure that we can deliver on the expected change paths once we start implementing the new 2026-2030 ICA strategy?

#### Session

**Moderator:** Jeroen Douglas

Expected participation of Conference Resource Persons and Rapporteurs, along with other interested persons, along with session specific resource persons Justin Hammons, CCA Global, Marc Noel and Santosh Kumar ICA, Elsa Scholte, Solidaridad Network



# PARALLEL ACTIVITIES



## Coopathon

### Amphitheatre

A marathon of activities for the young, by the young.

The Coopathon at the ICA Global Cooperative Conference is designed to immerse youth in the transformative world of cooperatives. Experienced cooperators will engage in a hackathon to expand cooperative knowledge through game design, while newer participants learn foundational principles and connect with ICA members. This Coopathon aims to build lasting networks, empowering emerging leaders to support and inspire one another within the cooperative movement.

To enhance the experience, participants have had access to an online platform for pre-event preparation, allowing them to explore cooperative principles, share personal insights, and get to know each other. This “plug-and-play” readiness ensures they make the most of each day’s activities. While experienced

participants – ‘Builders’ – will dive into game design to develop tools that amplify cooperative values, emerging participants – ‘Explorers’ – embark on a playful discovery of cooperativism through interactive challenges and a cooperative-themed treasure hunt. At key points, both groups will come together to share insights, test games, and connect with ICA members and other cooperators, fostering a shared passion for cooperativism.

### Builders: creating games that reflect cooperative values

Much like cooperativism, game creation relies on collaboration, shared goals, and creativity. As they design games that capture cooperative values, participants will explore how these principles can be communicated through interactive gameplay.

### Explorers: meeting cooperativism through play

Delegates on this track will experience



cooperativism in action, exploring teamwork, shared goals, and mutual support through activities that illustrate foundational principles. This playful approach fosters learning and helps build confidence as they connect with peers and cooperators.

From 25-27 November, both Builders and Explorers will think, create and participate, with the Coopathon programme, each other and Conference delegates. The event will culminate on 28 November before the CICOPA’s event - Cooding, discussing how technology can drive cooperative innovation and bringing their fresh perspectives to the fast-evolving sector of the cooperative movement.

## Cooperative Haat

### Multipurpose Hall

Haat is the Hindi word for a rural marketplace, and at the Conference will take the form of an exhibition of cooperative enterprises within Bharat Mandapam. It will be open all week for cooperators to meet, share and learn from each other. The Haat will feature around 20 booths with exhibitors representing over 15 countries.



## Photo Exhibition

### Several locations including Multipurpose Hall

The theme of this Conference is Cooperatives Build Prosperity for All, and this has been demonstrated around the world in every sector, as people come together to work democratically to achieve a common goal. In order to contextualise the theme, the Conference will include a photo exhibition at the Conference venue, to share stories and experiences from those regions in the world that have helped communities achieve prosperity for all.

The photos - both historical and current - share stories showing the shared prosperity ushered by cooperatives.

## Cultural Programme

Highlights of the week's  
cultural programme include...

### Rhythms of India by Padma Shri awardee Dr Aruna Mohanty & Team from the Orissa Dance Academy

**(Plenary Hall, 27 November, 19:00)**

This will be an enchanting showcase of India's diverse classical and folk dance traditions, including Odissi from Odisha, Kathak from Uttar Pradesh, Bharatanatyam from Tamil Nadu, Manipuri (Pungcholam) from Manipur, Mohiniattam from Kerala, and folk dances from various parts of India along with performances of contemporary dance and martial arts!

### Singer Preeti Sagar performing Mero Gaam Katha Parey (from *Manthan (The Churning)*)

**(Plenary Hall, Tuesday 26 November, 18:15,  
ahead of the film screening)**





## Film Screenings

Three films that convey the remarkable pursuit of cooperation will be shared during the week.

### The Rochdale Pioneers (2012)

Directed by Adam Lee Hamilton and John Montegrande

**(Plenary Hall, Monday 25 November, 18:00)**

Commissioned in 2012 by the UK's Co-op Group for the first UN International Year of Cooperatives, this film tells a fictionalised account of a group of working-class people from Rochdale who came together to change the unfair society they were living in. Their shop would launch the modern cooperative movement.

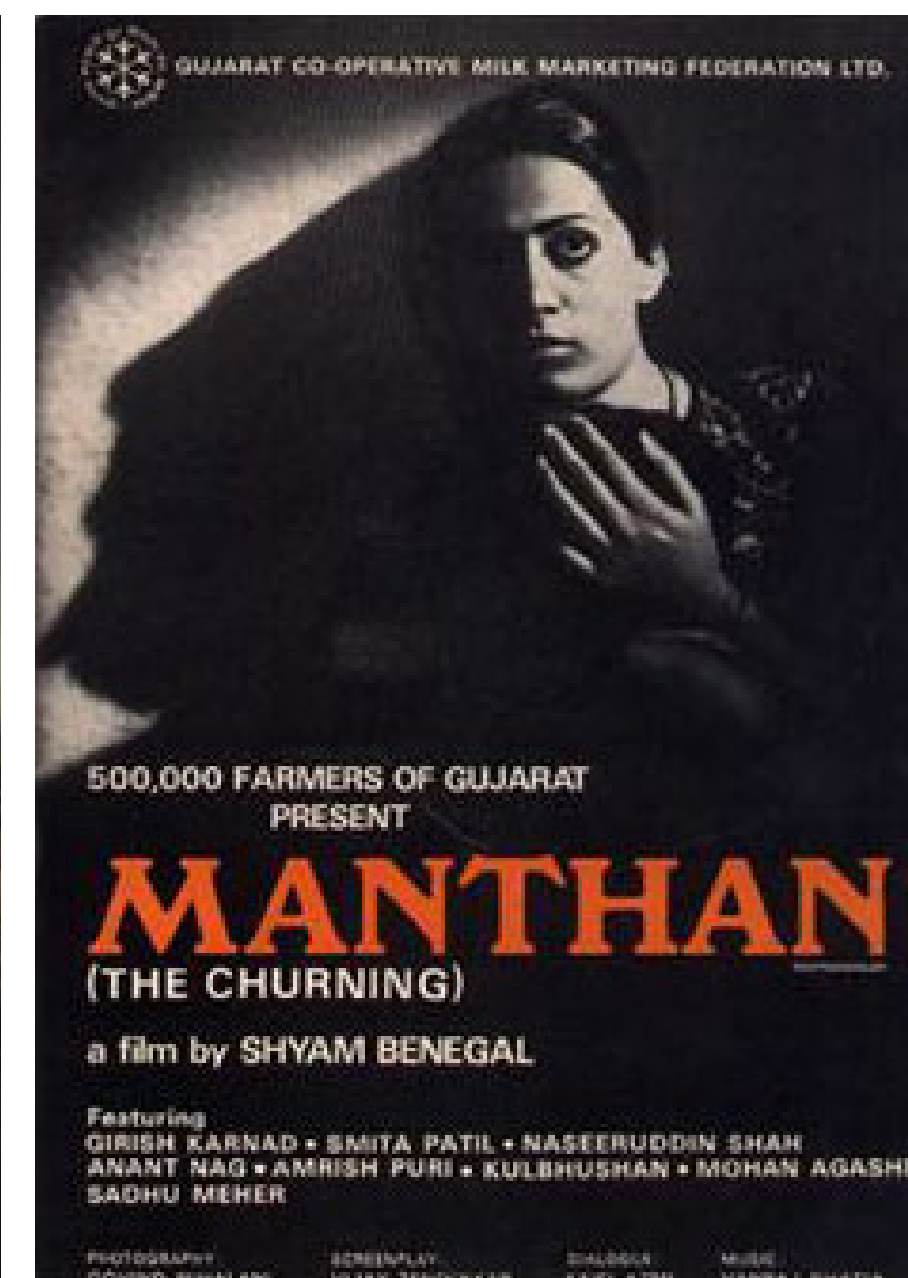


**Documentary (R)évolution - le travail est humain ((R)evolution - Work is Human)**  
(2022)

Produced by Productions 4 Éléments

**(Amphitheatre, Thursday 28 November, 12:30)**

Society is evolving, the climate is changing. Many of us are wondering about our impact and choices. What about our relationship with the world of work? Can our position as workers allow us to flourish? To have a positive social and environmental impact? This Canadian documentary shares inspiring solutions from worker cooperatives to address today's challenges.







# About the organisers and hosts



## International Cooperative Alliance

Founded in 1895, the International Cooperative Alliance unites, represents and serves the world's 3 million cooperatives and their members, providing a global voice and forum for knowledge, expertise and co-ordinated action for and about cooperatives.

More than 306 organisations from 105 countries are members of the International Cooperative Alliance; these comprise international and national cooperative organisations from all sectors of the economy, including agriculture, banking, consumer, fisheries, health, housing, insurance, and industry & services. The ICA is also the guardian of the Statement on the Cooperative Identity, which includes a definition, 10 values and 7 operational principles: it is the minimum common denominator for all cooperatives in all sectors and all regions.

To implement its activities, the ICA is organised with a Global Office based in Brussels, four Regional Offices (Africa, Americas, Asia-Pacific, and Europe), eight Global Sectoral organisations (agriculture, banking, retail, fisheries, health, housing, insurance, and industry & services), and five Committees and Networks (gender, research, law, youth, and development).

[ica.coop](http://ica.coop)



## Indian Farmers Fertiliser Cooperative Limited (IFFCO)

The Indian Farmers Fertiliser Cooperative Limited (IFFCO), headquartered in New Delhi, is a globally renowned multi-state cooperative society, recognised as the largest cooperative in the world in terms of turnover per GDP. Established in 1967, it unites over 35,000 cooperative societies, reaching more than 50 million farmers across India. It plays a pivotal role in the agricultural sector by manufacturing and marketing fertilisers, contributing significantly to national food security.

IFFCO is celebrated for its innovation, including the introduction of Nano Urea and Nano DAP, which are environmentally sustainable and economically efficient alternatives to conventional fertilisers. It has also embraced modern agricultural technologies such as agri-drones, IoT, and rural e-commerce to empower farmers. In 2023, IFFCO achieved a record turnover of ₹60,324 crores, underlining its robust growth and impact

The organisation is a true embodiment of India's vision of "Sahkar se Samridhi" (Prosperity through Cooperation).

[iffco.in](http://iffco.in)



## Ministry of Cooperation, Government of India

The Ministry of Cooperation in India was established in July 2021 to bolster the cooperative movement and drive socio-economic development at the grassroots level. Led by Shri Amit Shah, it aims to streamline policies, improve governance, and promote the ease of doing business for cooperatives, aligning with the vision of "Sahkar se Samridhi" (Prosperity through Cooperation). This ministry oversees the development of cooperative societies across sectors, including agriculture, banking, and housing, to empower rural communities and enhance resource accessibility.

A key focus of the ministry is digitising cooperative processes, enabling transparency and efficiency. It also supports innovation, such as modern agri-business solutions and rural e-commerce, to help cooperatives adapt to contemporary challenges. By fostering partnerships between state and national-level cooperatives and promoting equitable growth, the ministry plays a vital role in aligning the cooperative sector with India's broader economic and social development goals.

[cooperation.gov.in](http://cooperation.gov.in)





# About our partners



**The National Agricultural Cooperative Marketing Federation of India (NAFED)** is a national cooperative federation focused on agricultural marketing, supporting farmers through fair trade practices and ensuring the availability of quality agricultural products across the country. [nafed-india.com](http://nafed-india.com)



**The National Cooperative Union of India (NCUI)** is the apex body representing the cooperative movement in the country, working to promote and strengthen cooperatives across sectors, including agriculture, banking, and housing. [ncui.coop](http://ncui.coop)



**AMUL** is Anand Milk United Limited, India's leading dairy cooperative, founded by the Gujarat Cooperative Milk Marketing Federation, which empowers over 3.6 million farmers and has become a symbol of India's dairy industry. [amul.com](http://amul.com)



**Krishak Bharati Cooperative Limited (KRIBHCO)** is an Indian cooperative that plays a key role in the production and distribution of fertilisers, contributing to the agricultural sector's growth and the country's food security. [kribhco.net](http://kribhco.net)



**Self-Employed Women's Association (SEWA)** is a union and cooperative movement in India that empowers women workers in the informal economy through social and economic development programmes. [sewa.org](http://sewa.org)



**Indian Farm Forestry Development Cooperative (IFFDC)** is dedicated to promoting sustainable development through farm forestry, watershed management, and climate resilience projects, focusing on enhancing the socio-economic conditions of rural and marginalised communities. [iffdc.in](http://iffdc.in)



**Uralungal Labour Contract Cooperative Society (ULCCS)** is a pioneering worker cooperative based in Kerala, India, specialising in construction and infrastructure projects, promoting worker welfare, skill development, and community empowerment. [ulccsltd.com](http://ulccsltd.com)



**ESAF Small Finance Bank,** headquartered in Thrissur, Kerala, offers banking services and small loans to the underbanked. Originally founded in 1992 as the Evangelical Social Action Forum (ESAF), it operated as an NGO before transitioning to ESAF Microfinance, a licensed NBFC-MFI by the Reserve Bank of India (RBI). It later rebranded as ESAF Small Finance Bank. [esafbank.com](http://esafbank.com)

## Our International Partners



**Eusko Jaurlaritza**, or the Basque Government, is the executive branch of the Basque Autonomous Community in Spain, responsible for regional governance, economic development, cultural promotion, and the preservation of the Basque language and identity. [euskadi.eus](http://euskadi.eus)



**Coop Exchange** is an innovative fintech platform designed to empower cooperatives by providing them with access to capital markets while staying true to cooperative principles. [coop.exchange](http://coop.exchange)



**DotCoop** manages the .coop top-level domain, designed exclusively for cooperatives and organisations that promote or support cooperative principles, and branding tools like the Cooperative Marque. [identity.coop](http://identity.coop)



**Iran Chamber of Cooperatives (ICC)** serves as the key representative body for the cooperative sector in Iran, and represents Iranian cooperatives on both national and international platforms, facilitating the exchange of knowledge and practices. [icccoop.ir](http://icccoop.ir)



## About our partners (continued)



**National Agricultural Cooperative Federation (NACF)**, known as NongHyup in the Republic of Korea, supports Korean agriculture through financial services, agricultural marketing, and supply chains. [nonghyup.com](http://nonghyup.com)



**HSB** is a Swedish cooperative founded in 1923, focusing on the development, management, and operation of sustainable tenant-owned housing. [hsb.se](http://hsb.se)



**Smart Belgium** is a Belgian cooperative that supports freelancers by offering a unique model where members can manage their professional activities while benefiting from employee-like protections, such as social security and insurance. [smartbe.be](http://smartbe.be)



**All China Federation of Supply and Marketing Cooperatives (ACFSMC)** is a nationwide cooperative organisation that supports rural economic development by coordinating agricultural production, distribution, and services, playing a key role in modernising the country's agricultural sector. [event.china.coop](http://event.china.coop)



**Riksbyggen** is a Swedish cooperative that builds, manages, and promotes tenant-owned housing, advocating for cooperative principles both locally and internationally. [riksbyggen.se](http://riksbyggen.se)



**Co-operatives UK** is the national trade body for cooperatives in the United Kingdom, supporting and advocating for cooperative businesses across various sectors while promoting sustainable, community-focused economic models. [uk.coop](http://uk.coop)

### Steering Committee of the ICA Global Cooperative Conference

Dr. Ariel Guarco, ICA President  
 Dr. Chandrapal Singh Yadav, ICA-AP President  
 Mr. Bhima Subramanyam, ICBA President  
 Mr. Bahman Abdollahi, ICA Board Member  
 Mr. Inigo Albizuri, ICA Board Member  
 Ms. Ana Aguirre, ICA Youth Representative  
 Mr. Jeroen Douglas, (Ex officio), ICA Director General  
 Dr. Graciela Fernandez, (former) President Cooperatives of the Americas  
 Mr. Santosh Shukla, General Manager, IFFCO

### Resource Persons Group

Prof. Hagen Henry, Chairperson, ICA Cooperative Law Committee  
 Prof. Cynthia Giagnocavo, Chairperson, ICA Committee on Cooperative Research  
 Prof. Ann Hoyt, Professor at the University of Wisconsin-Madison (Emerita)  
 Prof. Sonja Novkovic, Professor at Saint Mary's University; Former Chairperson, ICA Committee on Cooperative Research  
 Dr. Nazik Beishanly, Marie Curie Sklodowska Actions Postdoctoral Researcher, Hertie School  
 Ms. Christine Merkel, International Expert | Senior Adviser | Member of UNESCO\_EU Expert Facility Creative Economy and Cultural Policies  
 Ms. Stefania Marcone, former member of the Boards of the ICA and Cooperatives Europe | Retired senior official of Legacoop Italy  
 Prof. Willy Tadjuje, Academic Researcher | Professor at the University of Yaoundé II | Chairperson and a Senior researcher at YAMDUSI Expertise  
 Mr. S. Swaminathan, Livelihoods and social sector professional, India  
 Ms. Tara Sinha, SEWA Cooperative Federation





## The event was produced by the ICA in cooperation with its regional and sectoral organisations:

- Cooperatives of the Americas [aciamericas.coop](https://aciamericas.coop)
- Cooperatives Europe [coopseurope.coop](https://coopseurope.coop)
- ICA Asia and Pacific [icaap.coop](https://icaap.coop)
- ICA Africa [icaafrica.coop](https://icaafrica.coop)
- International Cooperative Agricultural Organisation (ICAO) [icaao.coop](https://icaao.coop)
- The International Fish Cooperative Organisation (ICFO) [icfo.coop](https://icfo.coop)
- International Cooperative Banking Association ICBA [icba.coop](https://icba.coop)
- International Cooperative and Mutual Insurance Federation ICMIF [icmif.org](https://icmif.org)
- Consumer Cooperatives Worldwide [ccw.coop](https://ccw.coop)
- Cooperative Housing International [housinginternational.coop](https://housinginternational.coop)
- Health Coop [health.coop](https://health.coop)
- CICOPA [cicopa.coop](https://cicopa.coop)

**Design and documentation by Co-op News** [thenews.coop](https://thenews.coop)





“ THANK YOU FOR SUPPORTING THE ICA. WE WISH YOU A GREAT INTERNATIONAL YEAR OF COOPERATIVES 2025! ”

TEAM ICA GLOBAL COOPERATIVE CONFERENCE