



Fund for
International
Cooperative
Development

5-Year Strategic Plan

A Roadmap



2026
Grounding
the Fund in
Solidarity



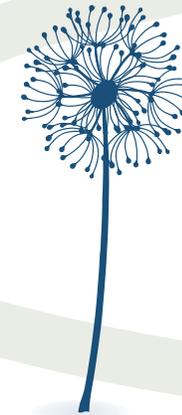
2028
Expanding
Democratic
Innovation



2029
Strengthening
Movement
Resilience



2027
Amplifying
Cooperative Voice



2030
Securing
Legacy Through
Cooperation





5-Year Strategic Plan

Vision: To unite cooperatives across the globe in a shared vision to build financial solidarity and resilience to support international cooperative development and trade; nurture cooperative communities emerging from crisis; and to respond collectively to humanitarian emergencies impacting cooperative members.

Objectives: To advance a just, inclusive, and sustainable global cooperative ecosystem by collecting and mobilizing solidarity finance that: i) Responds swiftly to crises affecting cooperatives; ii) Supports long-term cooperative development; iii) Builds resilience and cross-border solidarity through trade and collaboration.

STRATEGIC PILLAR	GOAL	2026	2027	2028	2029	2030
Operations & Governance	Build a lean, transparent, and scalable operational and governance backbone.	Recruit a diverse and globally representative Board and advisory group	Launch a digital governance dashboard to promote transparency and shared accountability	Introduce participatory governance mechanisms (member voting, thematic councils etc)	Conduct external governance audit and share findings openly	Be recognised as a global model for democratic cooperative governance
		Resource and implement scalable operations with ethical financial protocols	Conduct first internal governance review and member feedback loop.	Expand operational team to support activities	Pilot regional governance hubs to decentralise decision making	Embed continuous learning and member feedback into governance systems
		Review and finalise governance frameworks through member consultation	Begin the process of building operational scale.	Implement safeguarding and risk protocols grounded in collective care	Provide ongoing training for staff and board on cooperative principles and solidarity practices	Embed participatory governance and cooperative accountability mechanisms across all funded projects and partnerships
Membership & Data	Build a diverse, engaged, and data-informed global membership	Launch first stage of a global membership structure and onboarding campaign	Launch second stage membership plan to include individual micro subscribers	Use data insights to co-design services with members	Expand outreach to underrepresented regions and movements	Institutionalise member voice in decision-making and strategy
		Finalise and implement strategic partnership strategy	Initiate regional member led forums and thematic working groups	Publish annual membership impact and diversity report	Integrate member feedback into strategic planning and distribution criteria	Co-create future strategy through global member consultations
		Implement CRM system to strengthen member relationships	Conduct regular member surveys to inform collective priorities	Establish member led advisory council to guide the funds direction	Launch a cooperative data commons platform	Establish a global cooperative development index in collaboration with partners
Communications & Movement Building	Position FICD as a trusted, visible, and values-driven global actor	Launch foundational communications strategy and website refresh	Build media partnerships and expand digital presence	Launch podcast series amplifying member voices and funded initiatives	Deepen outreach through locally rooted campaigns	Be recognised as a credible voice in international cooperative development
		Share stories from founding members and pilot projects	Host public webinars on cooperative development and solidarity practices.	Run campaigns aligned with cooperative values and the SDGs	Collaborate with global cooperative networks for joint advocacy	Position the Fund as a thought leader through op-eds, research and media presence.
		Build a social media presence	Launch a storytelling strategy	Initiate a pan-European cooperative storytelling campaign focused on SDG impact	Publish annual communications impact report	Host a global cooperative development finance summit showcasing movement achievements, partnerships, and future directions.
Finance: Fundraising & Distributions	Deliver high-impact, equitable, and transparent funding to cooperative initiatives while ensuring sustainable resource deployment.	Secure founding member commitments rooted in mutual aid	Scale up distribution giving	Start to develop strategic partnerships wider than cooperative sector	Diversify funding sources	Become a trusted global solidarity fund for international cooperative development
		Launch first distribution cycle with participatory tracking metrics	Introduce co-financing and member-led funding models	Launch a solidarity donor circle	Introduce regional distribution advisors to support local applicants	Strengthen the long-term financial base of the Fund through multi-year commitments
		Develop long-term fundraising strategy with diverse income streams	Publish funding impact dashboard and annual distribution report	Pilot a participatory distribution model	Begin participatory evaluation of funded initiatives	Publish a 5-year impact report on member contributions



Theory of Change

Vision: To unite cooperatives across the globe in a shared vision to build financial solidarity and resilience to support international cooperative development and trade; nurture cooperative communities emerging from crisis; and to respond collectively to humanitarian emergencies impacting cooperative members.

Objectives: To advance a just, inclusive, and sustainable global cooperative ecosystem by collecting and mobilizing solidarity finance that: i) Responds swiftly to crises affecting cooperatives; ii) Supports long-term cooperative development; iii) Builds resilience and cross-border solidarity through trade and collaboration.

If...

Cooperatives are empowered to trade, rebuild, and respond to crises through peer-to-peer support and international solidarity,
And FICD provides targeted funding, strategic partnerships, and inclusive infrastructure,
And cooperative networks are mobilized to deliver humanitarian aid, economic recovery, and long-term development.

Then...

Cooperative communities will become more resilient, inclusive, and economically sustainable,
Crisis-affected regions will recover through locally rooted cooperative solutions,
And the global cooperative movement will grow stronger through shared values, trade, and mutual aid.

Inputs

- Membership fees, donations, sponsorships
- Strategic partnerships (ICA, ICD regional bodies, humanitarian agencies etc)
- Grant funding and MEL frameworks
- Cooperative infrastructure and networks

Activities

- Delivering humanitarian assistance through cooperatives
- Supporting post-crisis rebuilding of cooperative enterprises
- Facilitating cooperative to cooperative trade and long-term development
- Strengthening primary and secondary cooperatives
- Building inclusive cooperative networks and partnerships

Outputs

- Crisis response grants and aid delivered via cooperatives
- Rebuilt and strengthened cooperatives in post-crisis regions
- Trade relationships between cooperatives across borders
- Data and stories showcasing impact and resilience

Outcomes

Increased economic resilience in cooperative communities
Greater inclusion of marginalized groups in cooperative development
Stronger global cooperative infrastructure for crisis response and trade

Impact

A thriving global cooperative ecosystem that responds to crises, rebuilds communities, and drives inclusive economic development through cooperative solidarity and trade.