Blueprint Strategy
“Tools to Measure Co-operative Performance & Impact”
CEARC – Saint Mary’s University

22 May 2014
Who is the Alliance?

What is the Blueprint?

How do we measure the Decade?
The Alliance boasts member organisations in 100 countries around the world.

These members represent almost 1 billion individuals.
“rarely has the argument in favour of co-operatives looked stronger”
Blueprint for a Co-operative Decade
The “2020 Vision” aims for the co-operative form of business to become:

- The acknowledged leader in economic, social and environmental sustainability
- The model preferred by people
- The fastest growing form of enterprise

2020 VISION: BLUEPRINT FOR A CO-OPERATIVE DECADE IS UNASHAMEDLY AMBITIOUS.
Blueprint Pillars

Differentiators
- Participation
- Sustainability

Identity

Inhibitors / Facilitators
- Legal Frameworks
- Capital
Blueprint Pillars

1. Elevate **participation** within membership and governance to a new level

2. Position co-operatives as builders of **sustainability**

3. Build the co-operative message and secure the co-operative **identity**

4. Ensure supportive **legal frameworks** for co-operative growth

5. Secure reliable co-operative **capital** while guaranteeing member control
Establishing the Tenets of Co-operative Governance

Saint Mary’s University
Since 1802

One University. One World. Yours.

Sobey School of Business
Co-operative Management Education

International Co-operative Alliance

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Sustainability – Founding Documents

Sustainability Scan

Co-operatives and sustainability
An investigation into the relationship

Co-operative Growth for the 21st Century

Community Research Connections Sustainable Community Development

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Findings

1. Co-operatives are involved in the social, economic and environmental dimensions of sustainability.
2. Co-operatives websites and annual reports (overall) most strongly related to social aspects of sustainability.
3. The sustainability leaders are by far the leaders.
4. Co-operatives do not emphasize the first four principles when they discuss sustainability.
5. Co-operative associations lag behind co-operatives in advancing a comprehensive sustainability agenda.
The seven think pieces of this report depict a worrying and rapidly changing world panorama.

Appraising cooperative value in two key sectors: agriculture and banking.

There is a need for new enterprises today, particularly enterprises based on people, sharing and participation.

What would such an environment look like? What would be its building blocks and what would be its impact on the concept of growth?

As we move further into the 21st century, we are faced with five mega challenges created by the crises-ridden, growth-driven paradigm:

- a. the green challenge
- b. the inclusion challenge
- c. the wellbeing challenge
- d. the moral challenge
- e. the (democratic) governance challenge

which, together, constitute the great “sustainability challenge”

Co-operative Growth for the 21st Century – CICOPA
Sustainability Advisory Group – Members
Identity – Visual & Virtual Joint Strategy

domains.coop

Our identity
To apply to use the global Co-operative Marque and a .coop domain please register below. Please tell us if you are:

- already using a .coop domain
- a co-operative or an ICA member not using a .coop domain
- not a co-operative

Why should we use the marque?
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Cifnoba Consultores
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Somos una empresa que presta servicios de consultoría y capacitación a intermediarios financieros bancarios y no bancarios, PYMES y Agronegocios, que ofrece soluciones de gestión empresarial integrales.

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The Marque on Co-operative Products

Our fair trade is an honest and
equal exchange.
You enjoy the world’s finest
organic & natural products, the farmer
gets a better life. Simple really, but
that’s why our...

Organic
Breakfast Blend Tea
Wakes you up

SUPPORTING 100% Fair Trade since 1981

Fairtrade

International Co-operative Alliance

Suma
Ethiopia Yirgacheffe
from Oromia Coffee Farmers Cooperative Union.

Organic Fairtrade Coffee Beans
1kg

Their beans have been rosted in the UK
and are the product of organic agriculture.

Best before: 21 MAY 12

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Guidance Notes for the Co-operative Principles
Blue Ribbon Commission on Co-operative Capital
Survey on Co-operative Capital

Examines:

- Uses of/for
- Sources of
- Structures of
- Returns-on...

... co-operative capital

for:

start-up

&

expansion & growth...
“So perhaps what we need is a new paradigm for capital, not only in our conversation with regulators and the capitalist world, but also internally within the cooperative movement. It is not enough to juxtapose the cooperative’s People philosophy against the commercial world’s Profit orientation. We need to find new principles to effect the paradigm shifts from benefiting either solely shareholders or solely members only, to promoting the interests of all stakeholders; from just one “P” or either People or Profits, to an optimal relationship involving at least the two “P”s of People and Profit, such that People remain core but Profit is not anathema; and from short-term opportunism to long-term sustainability. The ICA’s Blue Ribbon Commission on cooperative capital will make a start on this.”

ICMIF Guest Blog, 9 May 2014
Measuring the right things?
Turnover on GDP per Capita

**TOP300**
Top 300 co-operative and mutual organisations by turnover on GDP per capita

[Map showing the top 300 co-operative and mutual organisations by turnover on GDP per capita]
Measuring the Decade – Indicators & Metrics
If a tree falls in the forest…? If a co-op has an impact…?
Chicken or the Egg? Measurement vs. Change?
How will we measure progress?

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2020 VISION: BLUEPRINT FOR A CO-OPERATIVE DECADE IS UNASHAMEDLY AMBITIOUS.
Are these the right milestones on the way to 2020?

1. Elevate participation within membership and governance to a new level

2. Position co-operatives as builders of sustainability

3. Build the co-operative message and secure the co-operative identity

4. Ensure supportive legal frameworks for co-operative growth

5. Secure reliable co-operative capital while guaranteeing member control
Aren’t we “Drivers of Change”?

“a body of literature should be built up to support arguments for the appropriate treatment of co-operatives”

- A mechanism or tool should be developed to evaluate national legal frameworks and the accumulation of power in the hands of a small elite, and a way of challenging the dated ways of previous generations which seem

DRIVERS OF CHANGE

“co-operatives are making a crucial contribution towards the shift to a low carbon economy”

“co-operatives contribute to the stock of a nation’s ‘social capital’, in ways that investor-owned businesses do not”

“one facet of the shifting tectonic plates of power at governmental level is the growing importance of new governance hubs like G20”

“participation is once again becoming one of the co-operative sector’s most valuable assets”

The function of participation in a co-operative is also evolving development of co-operatives, including taking measures ways which are understood and appreciated.
“Thompson, I need you to redefine key metrics through dynamic optimization alignment. The rest of you, figure out what that means.”