Tools to Measure Co-operative Performance and Impact

REPORTING PRACTICES 1: CO-OPERATIVE IDENTITY
“SOCIAL RESPONSIBILITY AND COOPERATIVE SOCIAL AUDIT”
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Some concepts

- RESPONSIBILITY.

Thus, it is important to understand and agree that when we talk about responsibility we are talking about something we are obliging ourselves to do in relation to someone else. As far as cooperatives are concerned, responsibility is one of their main values. Responsibility within cooperatives includes an adjective that clearly states a distinctive characteristic of our solidary system: SOCIAL RESPONSIBILITY.
Some concepts

- **Corporate Social Responsibility (CSR)**
  - It has been clearly defined for a long time, with interesting advances in different regulations and formulas to measure it. It is also important to remember *why and what for the concept of Corporate Social Responsibility was developed.*
In the United States, the corporate world faced huge pressures especially from environmental advocacy groups, in defense of minorities and consumers. Thus, CSR appeared in the US as an answer to external groups (consumers).
In Western Europe, companies started to face pressures and demands from internal groups, particularly trade unions. In this way, CSR was originally focused on providing answers to internal demands.
What do we refer to when we talk about Social Responsibility?

“is the ability of an enterprise to listen, assist, understand and meet the legitimized expectations of different stakeholders, which contribute to the development of the enterprise” (Valdemar de Oliveira Neto, Director of ETHOS Institute).
What do we refer to when we talk about Social Responsibility?

The Argentinian Institute of Corporate Social Responsibility – IARSE – says that the theme of Corporate Social Responsibility is not a finished one since talking about Corporate Social Responsibility implies the idea of process. It includes:
An **INTEGRAL VISION**, since it comprises a complex number of dimensions.

A **GRADUAL APPROACH**, since it is an excellence path to follow.

A **PROPORTIONAL NOTION**, since the expectations generated when it is put into practice are directly related to the size of the enterprise and its corresponding power or influence in the market.

A **WHOLENESS PERSPECTIVE**, since in fact, it is an idea that must include all enterprises, regardless of their kind or size.
Social Balance

- Solidarity principles
- Association
- Decision
- Market
- Company
COOPERATIVE SOCIAL RESPONSIBILITY

- In different ways, the cooperative movement has been the pioneer in the development of Corporate Social Responsibility.

- Cooperatives - with their democratic structure based on members - have always looked beyond financial profit. Cooperative principles and values have been at the heart of the cooperative business model for 150 years.
Cooperatives can operate without the judgment of others since they were born in their communities and are part of them. Therefore, they cannot exercise a particular form of corporate social responsibility, since they are intrinsically socially responsible themselves.

Cooperative Social Responsibility define the essential and genuine values of cooperatives and cooperative doctrine.
The Cooperative Social Audit emerges as a new tool for socioeconomic management that enables cooperatives to auto-evaluate themselves and to be accountable to their member-owners and other groups, who are influenced by their actions, in relation to the fulfillment of their own essence or identity, that is to say, form the perspective of the cooperative values and principles.
The model proposed by Cooperatives of the Americas

- It implements a set of dimensions and indicators, which systematized, enables the presentation of the Cooperative Social Audit of each organization.

- The elaboration of the Cooperative Social Audit makes it possible for cooperatives to have:
The model proposed by Cooperatives of the Americas

- A measuring instrument concerning the social impact of a cooperative in its community.
- An evaluation of the relationship between social benefits and business success.
- A strategic tool for systematic evaluation
Additionally, the Cooperative Social Audit allows cooperatives to:

- Quantify the qualitative side of cooperative management.
- Make visible the invisible side of services.
- To weight systematically up the commitment of a cooperative to its community.
- Measure cooperative social responsibility and social policy.
- Undertake, if necessary, the needed changes to fulfill its mission.
Additionally, 

the Cooperative Social Audit

facilitates:

- The sensitization of the cooperative movement in terms of the responsibility they need to have as enterprises from the Social Economy.
- The dissemination of responsible and transparent practices.
- The articulation of the cooperative movement with public-policy makers, opening advocacy spaces.
- The production of information that ensures an educational process in the community.
- The incidence over markets and over social and political stakeholders to help create a favourable environment for the Social Economy.
With the elaboration of the Cooperative Social Audit we aim to:

- Strengthen cooperative identity
- Provide objective data for the political defense of the movement.
- Have an influence on public policies, making it clear that cooperatives are not only efficient enterprises but also organizations with a solidarity nature.
Cooperative Social Audit: model and process
The objectives of the Cooperative Social Audit

- To evaluate the management regarding the cooperative compliance with Cooperative Social Responsibility over a certain period of time.

- This makes it possible to redefine policies, draw up programs and make social investments more efficient. This results in an improvement in the relation cost/benefit for its interlocutors.
As a management tool, the **Cooperative Social Audit** allows the Executive Board and Management to plan actions aimed at increasing productivity and workers’ efficiency, and follow these actions up with a cooperative approach.
Cooperatives can have access to information about their human resources and about the cooperative relationships with the sectors of the community it is linked to, so as to adequately inform the public about its social performance.
The objectives of the Cooperative Social Audit

- It allows cooperatives to update policies and programs since the **Cooperative Social Audit** is an effective instrument to measure and control consequences, costs and benefits derived from the enterprise actions.
Requirements

- The existence of a Social Policy
- Support from Top Management
- Existence of an Integral Corporate Strategy
- Understanding of the concept and content of the social Balance.
- Definition of Objectives and Aims
Appoint the Coordinator and Responsible Area

Definition of the Work Plan

Training

Information analysis

Information gathering

Adaptation of the Model

Presentation of results

Evaluation

Setting Aims for the next period

Structure of the Cooperative Social Balance
STRUCTURE OF THE COOPERATIVE SOCIAL BALANCE

- Mission
- Analysis of compliance with cooperative principles and their main dimensions to ponder.
1st. Principle: “Voluntary and Open Membership”

Dimension 1: “Cooperative Openness”
Dimension 2: “Cooperative Identity”
Dimension 3: “Voluntary disaffiliation from the cooperative”
Dimension 4: “Non-discrimination”
2nd. Principle: “Democratic Member Control”

Dimension 1: “Participation in Assemblies”

Dimension 2: “Accessibility to social positions”

Dimension 3: “Real balance of power among members”

Dimension 4: “Work Democracy” (Working Environment – Human Potential”

Dimension 1: “Capital as mutual property”
Dimension 2: “Limited Compensation to Capital”
Dimension 3: “Surplus Allocation”
Dimension 4: “Cooperative Added Value”
  - Visible Cooperative Added Value
  - Invisible Cooperative Added Value

Dimension 1: “Economic and Financial Independence”

Dimension 2: “Autonomy of non-members”

Dimension 3: “Policy of Prevention of money-laundering and financing of terrorism”
5th. Principle: “Education, Training and Information”

Dimension 1: “Investment in Education”
Dimension 2: “Education and Training Activities”
Dimension 3: “Contribution to development through education and training processes”
Dimension 4: “Investment in Communications”
Dimension 5: “Channels for Communication”

Dimension 1: “Representative Integration”
Dimension 2: “Business Integration”
Dimension 3: “Collaborations given and received from other cooperatives”
7th. Principle: “Concern for Community”

Dimension: “Cooperative Concern for Community”
- Environment
- Cultural and sporting themes
- Health
- Improvement of the living standards of members and their families
- Presence in the community
- Other commitments to the community
Additional Information

❖ Services/Needs met.
   ❖ Strategic Plan.
❖ Organizational Cooperative Development.
❖ Women’s Participation.
❖ Youth’s Participation.
❖ Special actions with the community.
   ❖ Personnel Mutuals
❖ Other entities that integrate the Associative Group (for example cooperatives that own foundations)
❖ Surveys and their results (if they are requested and approved by the corresponding governing bodies).
   ❖ Member satisfaction indicators
❖ Other types of information depending on the characteristics of the organizations.
## Dimensión 1: Apertura cooperativa

<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicadores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total de trabajadores/as</td>
<td>Peso de asociados trabajadores con respecto al total de trabajadores</td>
</tr>
<tr>
<td>Total de trabajadores/as permanentes</td>
<td>Peso de asociados trabajadores en plantilla permanente</td>
</tr>
<tr>
<td>Total de trabajadores/as contratados</td>
<td>Peso de asociados consumidores en ventas</td>
</tr>
<tr>
<td>Trabajadores/as asociados/as</td>
<td>Peso de asociados proveedores en aprovisionamientos</td>
</tr>
<tr>
<td>Nuevos trabajadores/as asociados/as</td>
<td>Peso de asociados en préstamos</td>
</tr>
<tr>
<td>Nuevos puestos permanentes</td>
<td>Peso de asociados depositantes en depósitos</td>
</tr>
<tr>
<td>Nuevos puestos permanentes mujeres</td>
<td>Antigüedad relativa de los asociados</td>
</tr>
<tr>
<td>Nuevos puestos permanentes varones</td>
<td></td>
</tr>
<tr>
<td>Altas asociados/as</td>
<td></td>
</tr>
<tr>
<td>Altas asociadas mujeres</td>
<td></td>
</tr>
<tr>
<td>Altas asociados varones</td>
<td></td>
</tr>
<tr>
<td>Asociados/as totales</td>
<td></td>
</tr>
<tr>
<td>Número de asociados/as con operaciones en la cooperativa</td>
<td></td>
</tr>
<tr>
<td>Ventas a terceros/as no asociados/as</td>
<td></td>
</tr>
<tr>
<td>Ventas a asociados/as consumidores</td>
<td></td>
</tr>
<tr>
<td>Ventas totales</td>
<td></td>
</tr>
<tr>
<td>Compras a asociados/as proveedores</td>
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</tr>
<tr>
<td>Compras totales</td>
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</tr>
<tr>
<td>Saldo vivo depósitos de asociados/as</td>
<td></td>
</tr>
<tr>
<td>Saldo vivo préstamos a asociados/as</td>
<td></td>
</tr>
<tr>
<td>Saldo vivo depósitos totales</td>
<td></td>
</tr>
<tr>
<td>Saldo vivo préstamos totales</td>
<td></td>
</tr>
<tr>
<td>Años de vida de la cooperativa</td>
<td></td>
</tr>
<tr>
<td>Desembolso mínimo exigido a nuevos asociados/as</td>
<td></td>
</tr>
<tr>
<td>Salario mínimo interprofesional</td>
<td></td>
</tr>
<tr>
<td>Asociados/as distribuidas por localidad o distrito ó sucursal</td>
<td></td>
</tr>
<tr>
<td>Edades de asociados varones</td>
<td></td>
</tr>
<tr>
<td>Edad de asociadas mujeres</td>
<td></td>
</tr>
<tr>
<td>Total de asociados/as en los últimos cinco ejercicios</td>
<td></td>
</tr>
</tbody>
</table>

### Antigüedad media de pertenencia a la cooperativa

<table>
<thead>
<tr>
<th>Valor absoluto</th>
<th>% del total de asociados</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 a menos de 5 años</td>
<td></td>
</tr>
<tr>
<td>5 a menos de 10 años</td>
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<tr>
<td>10 a menos de 15 años</td>
<td></td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
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</tbody>
</table>

### Antigüedad relativa de los asociados

- Nuevos asociados de trabajo en relación a nuevos puestos laborales permanentes
- Nuevos asociados ("expansión cooperativa")
- Desembolso inicial exigido a los nuevos asociados
- Asociados activos: total de personas que acceden a los servicios de la cooperativa
### Dimensión 2: Salida voluntaria de la cooperativa

- **Bajas de asociados/as**
- **Motivo de las bajas**
- **Capital comprometido a devolver**
- **Fondos propios totales**
- **Capital devuelto a asociados**
- **Capital total**

### Dimensión 3: No discriminación

- **Mujeres asociadas**
- **Hombres asociados**
- **Mujeres trabajadoras asociadas**
- **Total mujeres trabajadoras**
- **Hombres trabajadores asociados**
- **Total hombres trabajadores**
- **Población económicamente activa de la localidad**
- **Mujeres económicamente activas de la localidad**
- **Hombres económicamente activos de la localidad**

<table>
<thead>
<tr>
<th>Hombres</th>
<th>% del total</th>
<th>Mujeres</th>
<th>% del total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Menos de 20 años</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>De 20 a 30 años</td>
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<td></td>
<td></td>
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<tr>
<td>De 31 a 40 años</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>De 41 o más años</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personas jurídicas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edad media en años</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Edad media en años (todos los asociados)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Porcentaje de mujeres en los asociados**
- **Porcentaje de mujeres trabajadoras asociadas en relación a trabajadoras mujeres**
- **Porcentaje de mujeres trabajadoras asociadas en relación a trabajadores hombres**
- **Porcentaje relativo por cuestión de género en acceso a condición de asociado**
- **Edad media de los asociados**
- **Porcentaje relativo en la relación mujeres asociadas y mujeres activas localidad**
- **Porcentaje relativo en la relación hombres asociados y hombres activos localidad**
<table>
<thead>
<tr>
<th>Variables</th>
<th>Indicadores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimensión 1: Independencia financiera / económica</td>
<td></td>
</tr>
<tr>
<td>Fondos propios</td>
<td>1 Independencia financiera 'estrecha'</td>
</tr>
<tr>
<td>Capital cooperativo suscripto</td>
<td>2 Independencia financiera 'amplia'</td>
</tr>
<tr>
<td>Activo total</td>
<td>3 Peso histórico de los donativos</td>
</tr>
<tr>
<td>Capital cooperativo integrado</td>
<td>4 Aporte relativo de los donativos en el ejercicio</td>
</tr>
<tr>
<td>Donativos totales recibidos</td>
<td>Indice de líquidez</td>
</tr>
<tr>
<td>Donativos recibidos en el periodo</td>
<td>Indice de Endeudamiento</td>
</tr>
<tr>
<td>Excedentes</td>
<td>Indice de Solvencia</td>
</tr>
<tr>
<td>Activo Corriente</td>
<td></td>
</tr>
<tr>
<td>Activo No Corriente</td>
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<tr>
<td>Pasivo total</td>
<td></td>
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<tr>
<td>Pasivo corriente</td>
<td></td>
</tr>
<tr>
<td>Pasivo No Corriente</td>
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</tr>
<tr>
<td>Patrimonio Neto</td>
<td></td>
</tr>
<tr>
<td>Resultado del ejercicio</td>
<td></td>
</tr>
<tr>
<td>Dimensión 2: Autonomía de partícipes no asociados</td>
<td></td>
</tr>
<tr>
<td>Ventas o depósitos totales</td>
<td>5 Diversificación de clientes no asociados</td>
</tr>
<tr>
<td>Ventas o depósitos a 10% mayores clientes no asociados</td>
<td>6 Diversificación de proveedores no asociados</td>
</tr>
<tr>
<td>Compras totales</td>
<td>7 Diversificación de prestatarios no asociados</td>
</tr>
<tr>
<td>Compras a 10% mayores proveedores no asociados</td>
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<tr>
<td>Fondos ajenos totales</td>
<td></td>
</tr>
<tr>
<td>Préstamos a 10% mayores prestamistas no asociados</td>
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</tbody>
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