



**International
Co-operative
Alliance**

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22 May 2014



Blueprint Strategy

“Tools to Measure Co-operative Performance & Impact”

CEARC – Saint Mary’s University

www.ica.coop

Who
is the
Alliance?

What
is the
Blueprint?

How
do we
measure
the
Decade?

A faint, light-colored world map is visible in the background of the central text area, showing the outlines of continents and oceans.

The Alliance boasts member organisations in 100 countries around the world.

These members represent almost 1 billion individuals.

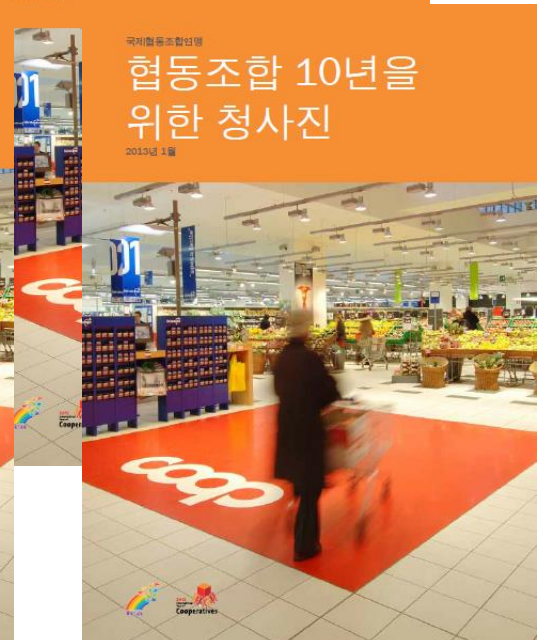
UN International Year of Co-operatives (IYC)

“rarely has the argument in favour of co-operatives looked stronger”

2012
International
Year of
Cooperatives



Blueprint for a Co-operative Decade



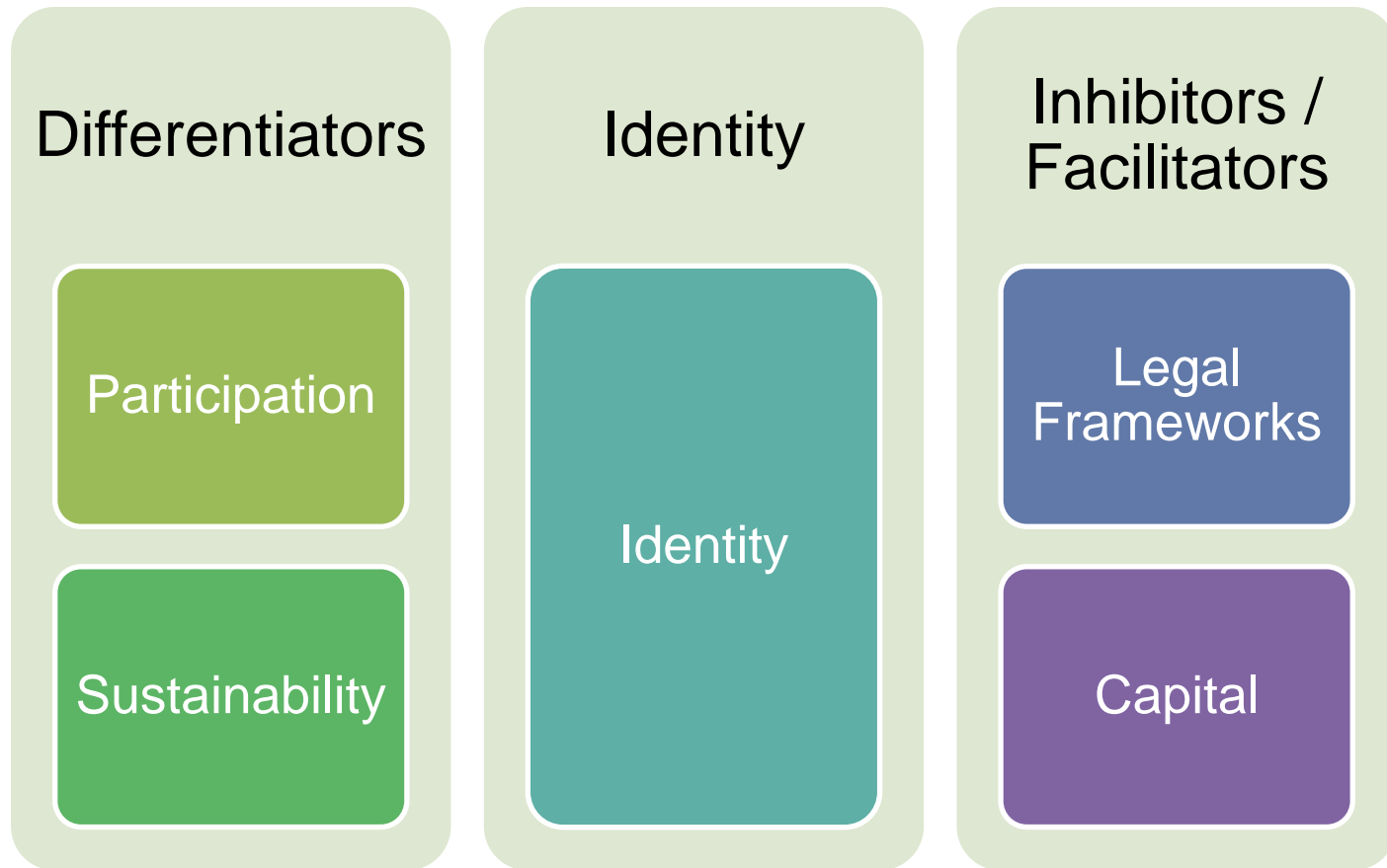
The 2020 Vision

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



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



One University. One World. Yours.



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.

SUMA Co-operative

Creative commons



www.ssg.coop

Co-operative Growth for the 21st Century – CICOPA

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

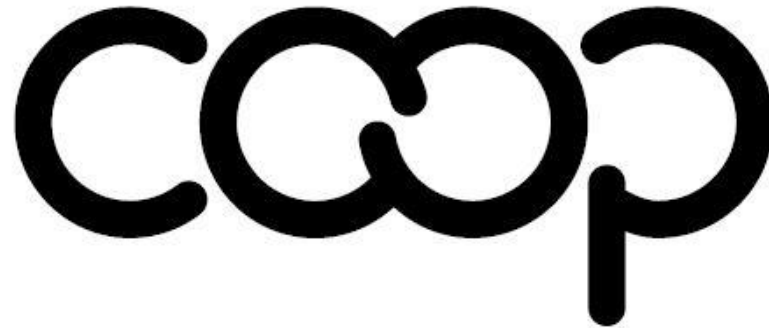
which, together, constitute the great “sustainability challenge”



Sustainability Advisory Group – Members

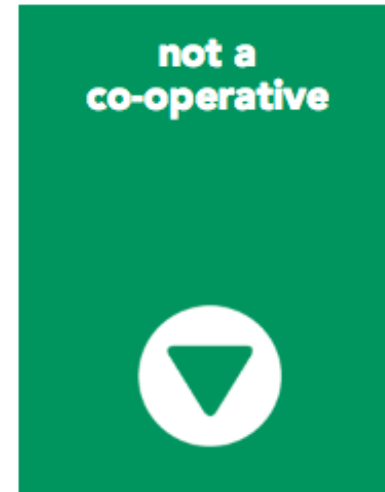
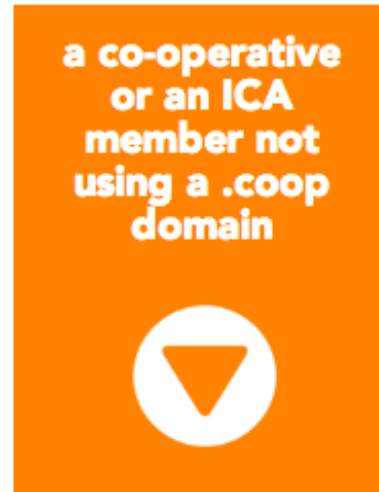
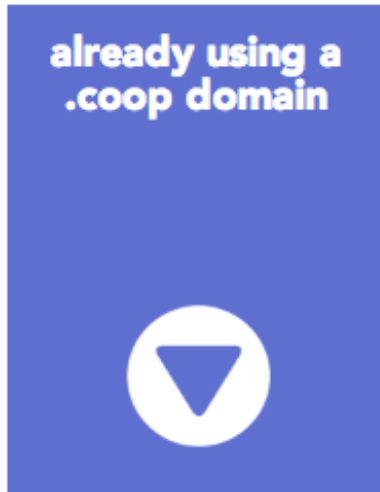


Identity – Visual & Virtual Joint Strategy

A large, bold, black stylized logo consisting of the letters 'COOP' in a rounded, interconnected font.

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:



Why should we use the marque?

INTERNATIONAL CO-OPERATIVE ALLIANCE

BLUEPRINT FOR
A CO-OPERATIVE
DECADE

JANUARY 2013

Marque on Social Media

facebook Search for people, places and things Dom

COOP

CIFNOBA
Consultoría de Intermediarios Financieros, Negocio y Bancarios

Cifnoba Consultores
150 likes · 22 talking about this

Consulting/Business Services
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.

About – Suggest an Edit

Photos Likes Events

Highlights

Marque & Special Cases

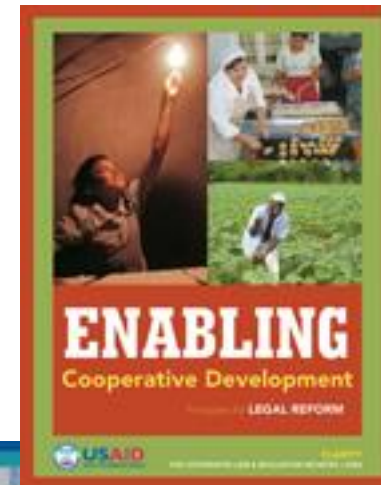
ILO **coop**
www.ilo.org/coop

domains.**coop** **Our
identity**

The Marque on Co-operative Products



Legal Frameworks



Blue Ribbon Commission on Co-operative Capital



Survey on Co-operative Capital

Examines:

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

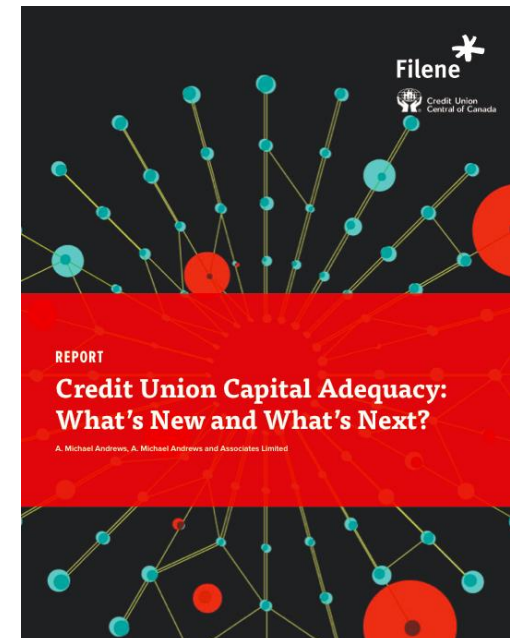
... co-operative capital

for:

start-up

&

expansion & growth...



What are our delimitations when it comes to capital?

Guest blog

Modern capitalism in crisis: The opportunity of our time

In our post-global financial crisis world, greater capital adequacy has become the new rallying cry for regulators of financial institutions everywhere. Financial cooperatives have found themselves caught up in and, in some cases, caught out by this development.



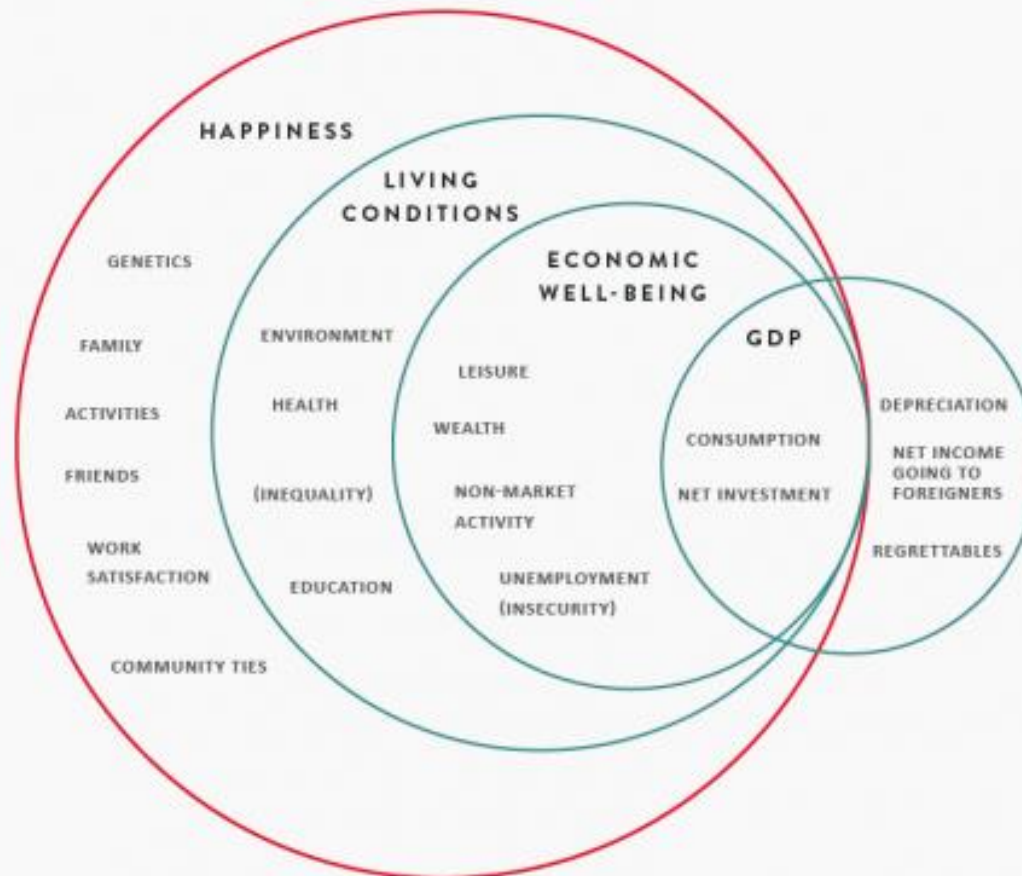
May 9, 2014: 0 Comments

“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?

THE MANY ELEMENTS OF HAPPINESS AND WELL BEING



Turnover on GDP per Capita

TOP300

BY TURNOVER ON GDP PER CAPITA

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



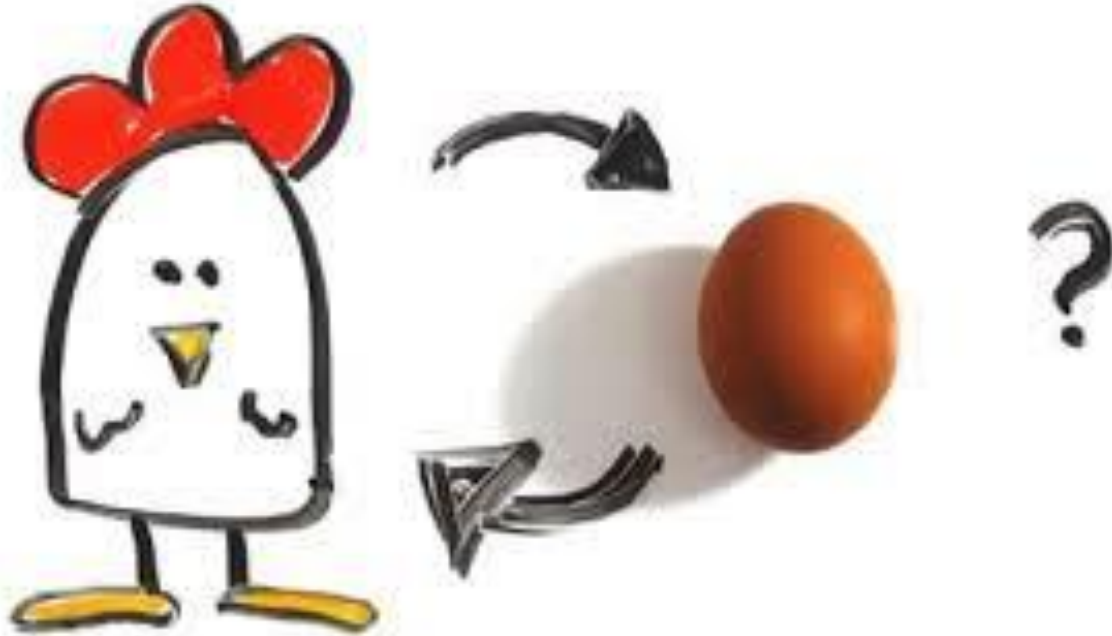
Measuring the Decade – Indicators & Metrics



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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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**
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Aren't we "Drivers of Change"?

is highlighted in a recently published paper by Antonio Fici.³⁸

service such as health and social

level therefore strengthens

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

accumulation of power in the hands of a small elite, and a way

audiences and consumers in new interactive ways.

"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"

care, in new technologies,

the legitimacy and authority

- A mechanism or tool should be developed to **evaluate national legal frameworks** and the

of challenging the dated ways of previous generations which seem

The function of participation in a co-operative is also evolving

DRIVERS OF CHANGE

development of co-operatives, including taking measures

ways which are understood and appreciated.

"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"

Figuring out what that means...

© MARK ANDERSON

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"Thompson, I need you to redefine key metrics through dynamic optimization alignment. The rest of you, figure out what that means."



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