



LIVING THE PRINCIPLES: PRESERVING AND ENHANCING THE CO-OPERATIVE DIFFERENCE

**Roméo Cormier
Co-op Atlantic**

*Practices for living the co-operative
principles – Consumer Co-operative
Planning and Sustainability Scorecard*

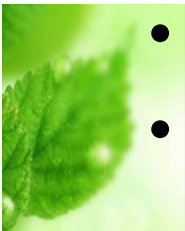
Consumer Co-operative Planning and Sustainability Scorecard

- an assessment tool to help **define, measure & prioritize factors** that make co-operatives **unique** and **different** from their competitors – strengthening co-operative identity.
- a strategic planning **tool** that helps co-operatives identify opportunities for improvement.
- provides **information** for members such as the impacts of their organization & performance in relation to commitments and objectives.



Scorecard: Roots – C.A.

- Co-op Difference Strategy: 2006-07
 - Reciprocal relationships, buying local, local ownership, V & P
- Concern for sustainability: economic, social, environmental: 2000...
 - Performing, measuring, reporting
- Strategic planning & reporting
- Exploratory discussion: Leslie Brown
- Scorecard concept: practices, indicators: 2007
 - Incorporate our principles
 - Starting point: Russ Christianson
- Partnership: Leslie, Elizabeth, André
- Pilot committees: 7 co-ops



Building the Scorecard

- Research Advisory Committee (RAC)
 - 3 university researchers; 3 C.A. managers
- Pilot Project Committees: 5 co-ops
 - Musquodoboit, Tracadie, St. Louis, Dieppe, Morell
 - Testing, refinement
- Versions of Scorecard: Word, Excel and Web

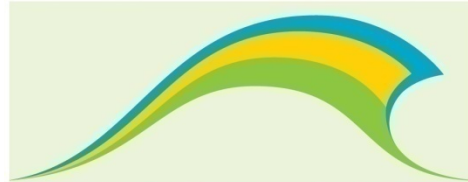


Main Partners

<http://www.cooperativedifference.coop>



Réseau de recherche pour mesurer la
DIFFÉRENCE COOPÉRATIVE



Measuring the Co-operative Difference
RESEARCH NETWORK



Social Sciences and Humanities
Research Council of Canada

Conseil de recherches en
sciences humaines du Canada

Canada

Consumer Co-operative Planning & Sustainability Scorecard



Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

[Home](#) | [Sitemap](#) | [Guidelines](#) | [Profile](#) | [Scorecard](#) | [Co-operative Values](#) | [Scorecard Summary](#) | [Logout](#)

Welcome

Welcome to the Consumer Co-operative Sustainability Reporting and Planning Scorecard!

This scorecard has been developed through participation and co-operation among Co-op Atlantic, researchers from two participating universities, and interested local consumer co-operatives. Together we have developed a user-friendly tool that will assist co-operatives in conducting social accounting and reporting in order to obtain information for continuous improvement and strategic planning. Co-operatives that use this tool will find that they are guided through a process of self-assessments that measure both their achievements and shortfalls in relation to co-operative principles and the co-op's own *triple bottom line* priorities.

This scorecard measures performance on 52 *Basic* practices that are central to the co-operative difference. Measurement of performance on a further 79 *Associated* practices is suggested, in order to dig deeper into the co-op's performance. Recognizing that a co-op cannot work on everything at once, the scorecard also helps in identifying a short list of action priorities for any given year.

For purposes of your first implementation of the scorecard we have included suggested benchmarks / targets for many of the indicators. However, the decision on targets for your co-op can ultimately be made by the Board and management in consultation with other stakeholders.

As results from the retail co-ops come in, you will be provided with averages of the aggregated Scorecard results gathered from all those co-operatives using the Scorecard in the Co-op Atlantic network. These, too, can be used to help set your targets.

Before you proceed, please see the information listed under the **Guidelines** menu. This section will provide you with more information about the Consumer Co-operative Sustainability Reporting and Planning Scorecard, its structure, and the steps involved in completing it.

All the team would like to address special thanks to our partners.

Thank-you for choosing to use this Consumer Co-operative Sustainability Reporting and Planning Scorecard.

Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

[Home](#) | [Sitemap](#) | [Guidelines](#) | [Profile](#) | **[Scorecard](#)** | [Co-operative Values](#) | [Scorecard Summary](#) | [Logout](#)

Section 2: Economic Measures



The Co-op demonstrates economic responsibility through its budgeting, planning, strategic reporting and monitoring practices. [?](#)

I - Budgeting and Planning ?	[Show]
II - Strategic Reporting and Monitoring	[Show]

SEND [?](#)

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5 Basic Practices
11 Associated practices

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Measuring our Performance on the Co-operative Difference

[Home](#) | [Sitemap](#) | [Guidelines](#) | [Profile](#) | **[Scorecard](#)** | [Co-operative Values](#) | [Scorecard Summary](#) | [Logout](#)

Section 3: Social Measures



The Co-op demonstrates social responsibility and acts with care and concern for others in the community. [?](#)

I - Our Customers / Members ?	[Show]
II - Fair and Just Employer	[Show]
III - Our Suppliers	[Show]

SEND [?](#)

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11 Basic Practices
19 Associated practices

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Measuring our Performance on the Co-operative Difference

[Home](#) | [Sitemap](#) | [Guidelines](#) | [Profile](#) | **[Scorecard](#)** | [Co-operative Values](#) | [Scorecard Summary](#) | [Logout](#)

Section 4: Environment Measures



The Co-op demonstrates responsibility and accountability in regard for the environment. [?](#)

NOTE: Any co-op using this scorecard is covering many of the criteria for the Ladybug Award. Relevant practices are denoted by 

I - Governance ?	[Show]
II - Action and Education / Communication	[Show]

SEND [?](#)

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7 Basic Practices
13 Associated practices

Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

Home | Sitemap | Guidelines | Profile | **Scorecard** | Co-operative Values | Scorecard Summary | Logout

Section 1: Seven Co-operative Principles



The co-operative principles are guidelines by which co-operatives put their values into practice. [?](#)

<http://www.ica.coop/coop/principles.html>

Principle 1 - Open and Voluntary Membership ?	[Show]
Principle 2 - Democratic Member Control	[Show]
Principle 3 - Member Economic Participation	[Show]
Principle 4 - Autonomy and Independence	[Show]
Principle 5 - Education, Training and Information	[Show]
Principle 6 - Co-operation Among Co-operatives	[Show]
Principle 7 - Concern for Community	[Show]

SEND [?](#)

Â



29 Basic Practices
36 Associated practices

Section 1: Seven Co-operative Principles



The co-operative principles are guidelines by which co-operatives put their values into practice. [?](#)

<http://www.ica.coop/coop/principles.html>

Principle 1 - Open and Voluntary Membership [?](#)

[Hide]

Co-operatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
	1	The Co-op makes sure that the official membership list is updated at least once a year.	4 ?	5-high ?		
	A	Yes / No			Yes ?	Yes ?
	B	# of times that the Co-op updated the membership list over the year			1	6
	C	The registry of member share capital is updated regularly by the Co-op (Yes/No) [in the comments section explain the process that the Co-op uses to update member share capital registry]			Yes	Yes

Comments: [?](#)

5 Basic Practices
6 Associated practices

Principle 1 - Open and Voluntary Membership

2	The Co-op has a member relations policy to provide strong member focus.
A	Yes / No
B	Date of last review of member relations policy
C	# of instances where members who are withdrawing were not given the opportunity to complete an exit survey
D	# of member resignations over the past year
E	# of members removed from the membership list

The Co-op has a recruitment process that ensures membership growth.

Principle 1 - Open and Voluntary Membership

4	The Co-op has a recruitment program that actively seeks membership from the various groups that are part of the community, especially targeting under-represented groups.
---	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------

5	Members can withdraw their membership through a simple procedure.
A	Yes / No
B	Average number of withdrawals in the past year
5.1	All withdrawal requests were finalized within a year.
A	Yes / No

Principle 1 - Open and Voluntary Membership

1.1	The membership list allows us to identify inactive members. <i>[Co-op Atlantic defines a member as being inactive when purchases for the member's number fall below \$750 per year. If your co-op uses a different definition record that definition in the comments section]</i>
A	Yes / No
B	# of inactive members
C	% increase (+X%) or decrease (-X%) of inactive members, year over year

Principle 2 - Democratic Member Control

Principle 2 - Democratic Member Control

[Hide]

Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to membership. In primary co-operatives members have equal voting rights (one member, one vote) and co-operatives at other levels are also organized in a democratic manner.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
I	Compliance with By-Laws					
	6	The Co-op board periodically reviews the by-laws to ensure the Co-op is in compliance.	5-high ▼	5-high ▼		
	A	Date of last review by the board			Dec ▼ 31 ▼ 1969 📅	Dec ▼ 31 ▼ 1969 📅
	B	A system of recording and addressing infractions is in place (Yes/No)			▼	▼
	C	# instances of non-compliance to by-laws over the past year (Provide details below in comment section)				0

Comments:

11 Basic Practices
14 Associated practices

Principle 2 - Democratic Member Control

Compliance with Provincial Co-operative Act					
7	The Co-op Board periodically reviews the applicable Co-op Act to ensure it stays in compliance.	<input type="text"/>	5-high	<input type="text"/>	<input type="text"/>
QC	http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=/C_67_2/C67_2.html				
NS	http://nslegislature.ca/legc/statutes/coopassc.htm				
NB	www.qnb.ca/0062/PDF-acts/c-22-1.pdf				
PEI	http://www.gov.pe.ca/law/statutes/pdf/c-23.pdf				
NL	http://www.assembly.nl.ca/legislation/sr/statutes/c35-1.htm				
A	Date of last review by the board	<input type="text"/>	<input type="text"/>	Dec 31 1969	Dec 31 1969

Principle 2 - Democratic Member Control

	Code of Conduct
8	The Co-op board has a code of conduct.
A	Yes/No

	Democratic Board Elections
9	The Co-op has a nomination process that ensures enough candidates for competitive board elections.

Principle 2 - Democratic Member Control

V		Strategic Planning and Reporting		
	10	The Co-op board and manager develop a strategic plan.	<input type="text"/>	5-high <input type="text"/>
	A	Yes/No		
	10.1	The Co-op Board makes sure that the strategic plan is updated regularly, to reflect the current situation.	<input type="text"/>	<input type="text"/>
	A	Yes / No		
	B	Date that the strategic plan was last updated		

Principle 2 - Democratic Member Control

14	The Co-op has a process for tracking and responding to member needs, issues, and comments.
A	Yes/No
B	# of complaints over the past year
C	% of complaints responded to within a week.

15	The Co-op communicates with members (e.g. through a newsletter or in some other manner) to follow up on all the concerns raised at meetings and report decisions and actions.
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Principle 2 - Democratic Member Control

Engagement with Co-op Atlantic System		
16	The co-op participates in the governance of Co-op Atlantic	<input type="text" value="▼"/>
A	Yes/No	
16.1	Each year the Co-op considers proposing resolutions for the Co-op Atlantic AGM.	<input type="text" value="▼"/>
A	Yes/No	
B	# of resolutions proposed for the Co-op Atlantic AGM this past year	

Principle 3 - Member Economic Participation

3 Basic Practices 4 Associated practices

Principle 3 - Member Economic Participation

[Hide]

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, at least part of which would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
	17	Members participate in the financing of their organization with a significant equity position in their Co-op relative to its life cycle.	3 ▼	5-high ▼		
	A	Member equity as a % of total assets			20	40%
	B	% of members with fully paid up share capital			65	90%
	C	% increase or decrease of share capital			5	10
	D	The Co-op encourages members to fully pay their share capital (Yes/No)			Yes ▼	Yes ▼
	17.1	The Co-op ensures an orderly share capital withdrawal that considers the financial capability of the organization.	2 ▼	3 ▼		
	A	Yes/No			No ▼	No ▼

Principle 3 - Member Economic Participation

17.2	Members are included first in any list of individuals and organizations solicited for needed capital.
A	Yes/No

Principle 3 - Member Economic Participation

17.3	The Co-op provides competitive interest rates on loan capital.
A	% interest rate on capital

19	Co-op members decide allocation of surplus between patronage returns and retained earnings at the AGM.
A	% of surplus allocated to retained earnings and patronage
B	The final decision on surplus allocation is democratically agreed upon at the AGM (Yes/No)

Principle 4 - Autonomy and Independence

Principle 4 - Autonomy and Independence

[Hide]

Co-operatives are autonomous, self-help organizations controlled by their members. If they enter to agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
	20	The Co-op board reviews all proposed agreements with other organizations (e.g. financial institutions, Co-op Atlantic, etc.) to ensure such agreements would not infringe on the Co-op's autonomy	<input type="text"/>	5-high		
	A	Yes / No			<input type="text"/>	Yes
	B	# of instances of undue influence from outside organizations. <i>[In the comments section please elaborate]</i>			<input type="text"/>	<input type="text"/>

Comments:

1 Basic Practice



Principle 5 - Education, Training and Information

Principle 5 - Education, Training and Information

[Hide]

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public – particularly young people and opinion leaders – about the nature and benefits of co-operation.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
I	Information and Image Management					
	21	The Co-op keeps the community informed about the organization.	<input type="text"/>	5-high		
	A	# of communication tools used to inform the community about the Co-op <i>[in the comments section list the tools and their frequency over the past year]</i>			<input type="text"/>	>2

Comments:

5 Basic Practices
8 Associated practices

Principle 5 - Education, Training and Information

21.1	The Co-op looks for opportunities to communicate positively in the media.
------	---------------------------------------------------------------------------

21.2	There is an identified manager or board member in charge of media relations
------	-----------------------------------------------------------------------------

Principle 5 - Education, Training and Information

22

The Co-op keeps members informed about their Co-op.

22.1

The Co-op conducts member education.

22.2

The Co-op has an orientation program for new members.

Principle 5 - Education, Training and Information

23	The Co-op has an education program for Board members.
A	Yes/No

24.2	The Co-op communicates the Co-op values & principles to the employees.
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Principle 6 - Co-operation Among Co-operatives

Principle 6 - Co-operation Among Co-operatives

[Hide]

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
	26	The Co-op co-operates with other co-ops as much as possible.	2	5-high		
	A	# of Co-ops with whom the Co-op has a commercial relationship				>3
	B	Total \$ amount of transactions with co-ops, year over year				
	C	# of co-ops with which the Co-op has a non-commercial relationship				>3
	D	# of times the Co-op collaborated on an initiative with other Co-ops during the previous year				>3

3 Basic Practices

1 Associated practice

Principle 6 - Co-operation Among Co-operatives

26.1

The Co-op informs its members about the ways it co-operates with other co-ops.

27

The Co-op promotes the development of new co-operatives in the area / region.

Principle 6 - Co-operation Among Co-operatives

28	The Co-op supports international co-operative development.
A	Yes/No
B	\$ raised for the Co-operative Development Foundation

Principle 7 - Concern for Community

Principle 7 - Concern for Community

[Hide]

Co-operatives work for the sustainable development of their communities through policies approved by their members.

Group	Practices & Indicators		Practices		Indicators	
			Score	Priority	Measure	Benchmark
	29	The Co-op board analyzes community needs to identify, initiate and/or support relevant projects for the community.	3 ▼	5-high ▼		
	A	Yes/No			Yes ▼	Yes ▼
	B	Date of last community needs assessment by the co-op			Dec ▼ 31 ▼ 1969	Dec ▼ 31 ▼ 1969
	C	# of community projects that the Co-op has identified, initiated and/or supported <i>[in comments section list the community projects]</i>			2	>1

Comments:

- 1 Basic Practice
- 3 Associated practices

Principle 7 - Concern for Community

29.1	The Co-op donates regularly to local charities and organizations.
A	# of charities/organizations which received donations in the previous year
B	Donations as a % of pre-tax profits
C	\$ Value of monetary contributions to charities, non-profits
D	\$ Value of in-kind contributions to charities, non-profits
E	\$ Value of scholarships, bursaries given to secondary, post-secondary students

Principle 7 - Concern for Community

29.2	The Co-op participates in community activities.
A	% of board members involved in community activities as representatives of the Co-op

Principle 7 - Concern for Community

29.3

The Co-op encourages employees to volunteer in their communities by facilitating their doing so.

Consumer Co-operative Sustainability and Planning Scorecard

Measuring our Performance on the Co-operative Difference

Home | Sitemap | Guidelines | Profile | Scorecard | Co-operative Values | **Scorecard Summary** | Logout

Scorecard Summary

(For details please refer to Steps 6 & 7 in the document on steps for completing the scorecard available in the "Guidelines" menu.)

As with each of the following automated summary sections, the summary of performance provides information on your co-op's score on basic practices (columns B, C and D) and the co-op's score on the combination of the basic practices plus any associated practices that the co-op measured (columns E, F and G). The columns D and G indicate the % score out of a possible 100% of points possible for basic practices (column D) and for basic + selected associated practices (column G).

Section 1: Co-operative Principles

[Hide]

These scores are important indicators of how the co-op is performing on the practices associated with each of the co-op principles (first eighteen rows) and, on the 7 principles taken together (last row). In creating this score, each practice measured is given equal weight.

Of additional interest is the way these scores stack up in relation to the co-operative's particular priorities at the time of completing the scorecard. If Principle 5 is of high priority, then the co-op can justifiably celebrate any practice related to that principle that has a priority (4 or 5) AND has a high score (4 or 5). In the case where principle 5 is of very high priority (5) AND has a low score (1 or 2) the co-op needs to make changes to improve performance by a specified time in the future.

(A) Groups	(B)	(C)	(D) ?	(E)	(F)	(G) ?
	Total score (basic practices)	Total potential score (# of basic practices x 5)	Percentage score - basic practices (= B / C)	Total score (all selected practices)	Total potential score (# of selected practices x 5)	Percentage score - all selected practices (= E / F)
Principle 1: Open and Voluntary Membership	16	25	64%	28	50	56%
Principle 2: Democratic Member Control	5	55	9.1%	5	55	9.1% ?
I. Compliance with By-Laws	5	5	100%	5	5	100% ?
II. Compliance with Provincial Co-operative Act	0	5	0%	0	5	0%
III. Code of Conduct	0	5	0%	0	5	0%
IV. Democratic Board Elections	0	5	0%	0	5	0%



Who does the Assessment Work?

- Some combination of: the Board, management; volunteers
- Other stakeholders, including employees and members (**employee survey** and **member survey** are part of the package)



RAC working with Co-op Atlantic and the local co-ops

- **Support their use of the tool** to measure performance and to engage stakeholders in the process
- **Assess their experience** with the process, including the factors that increase or impede take-up of this tool AND the ways the results feed into the planning process
- Make **improvements as needed**



Researchers will aggregate the data to:

- **Build a profile** of retail co-operatives in the region, and develop regional benchmarks for performance on the various measures.
- **Analyze patterns of performance on the co-operative difference** as measured by this tool.
- **Analyze impacts** on a range of stakeholders, including community, as measured by this tool.



Researchers will work with Co-op Atlantic and the local co-operatives to:

- Strengthen the community of **co-operative sustainability and planning practice** in the region and beyond.
- **Collaborate** with interested other co-operatives or co-op researchers using different tools (whether in retail or other sectors, in Canada or abroad).



Planning and Sustainability Scorecard

- Customized assessment tool
 - Practices pertinent to co-ops
 - Measures performance on key indicators
 - Reveals degree of adherence to Principles & Identity
 - Provides data for strategic planning
 - Forms basis for reporting
 - Members, community



More information on Scorecard

- RAC members:
 - Leslie Brown, Elizabeth Hicks, André Leclerc
 - Léo LeBlanc, Monique Bourque, Roméo Cormier
- Internet address:
<http://www.cooperativedifference.coop>
- Email: coopproj@msvu.ca





Thank You!



Co-operative Principles	Co-op Values	Sustainability Principles
1) Voluntary and Open Membership	Equality Openness	<ul style="list-style-type: none"> Equality within the current population and between present and future generations (Aalborg¹, Bellagio², Fair Trade³, Melbourne⁴, ORTEE⁵)
2) Democratic Member Control	Democracy	<ul style="list-style-type: none"> Members create and share a long-term vision and goals, and govern the organization democratically (Aalborg, Bellagio, Fair Trade, Melbourne, ORTEE) All relevant stakeholders are included in the design and implementation of the project (Aalborg, Bellagio, Fair Trade, ORTEE)
3) Member Economic Participation	Equity	<ul style="list-style-type: none"> Achieve long-term economic and social security for all people (Aalborg, Fair Trade, Melbourne)
4) Autonomy and Independence	Self-responsibility	<ul style="list-style-type: none"> Empower people and foster participation (Aalborg, Fair Trade, Melbourne) Enable individuals and communities to minimize their ecological footprint (Aalborg, Melbourne, Natural Step⁶, ORTEE)
5) Education, Training and Information	Self-help Honesty	<ul style="list-style-type: none"> Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them (Aalborg, Fair Trade, Melbourne, Natural Step, ORTEE) Enable continual improvement based on accountability and transparency - data, methods and interpretation are public, accessible and clear (Bellagio, Fair Trade)
6) Co-operation Among Co-operatives	Solidarity	<ul style="list-style-type: none"> Expand and enable co-operative networks to work towards a common, sustainable future (Aalborg, Fair Trade, Melbourne, ORTEE)
7) Concern for Community	Social Responsibility Caring for Others	<ul style="list-style-type: none"> Social/community well-being (local and global) and the ecology are fully considered (Aalborg, Bellagio, Fair Trade)