

# Measuring social impact of co-operatives

Workshop  
Sonja Novkovic



CO-OPERATIVE  
MANAGEMENT  
EDUCATION

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# Measuring social impact of co-operatives

- Why do cooperatives need to assess their impact on members and communities?
- How can they measure their impact?
- In what ways is the impact of co-operatives different/similar to other types of enterprise?
- Tools and indicators

# Discussion

- Does your co-operative measure its impact on community?
- If so, how?
  - Social audit
  - Balanced Scorecard
  - Particular indicators/tools
- Why do you measure impact (or why should you, if you don't)

# Measuring impact

Outputs, outcomes, impact



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- *Outputs* are the direct result of the organization's activities—they are its deliverables. Outputs may include products and services delivered to beneficiaries, including ongoing support for the target population or other completed projects.
- *Outcomes* are the intermediate effects on the target population that are necessary to achieve the desired impact goals. They are the program's direct results on the served population's behavior, attitudes, and skills, or on the condition of specific social or environmental variables. Outcomes are sometimes divided into short-term outcomes, which are outcomes to be achieved in one to three years, and long-term outcomes, which are attainable within four to six years.
- *Impact*, the ultimate goal of a social purpose organization, refers to systematic and fundamental progress on a social issue. Impacts are central to why the organization exists in the first place. Many organizational models leave out impacts,

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# CMEC-example

- Co-operative Management Education Co-operative
  - Purpose: Provide education for co-operative management based on the co-operative identity
- How?
  - Establish and support CME programs (Master's and other programs for co-operatives)



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# CMEC

- Inputs - \$ invested in the programs; advisory role
- Outputs –the number of students & graduates; the number of executive education courses offered in a year; numbers of knowledge dissemination events; faculty publications; presentations at conferences, etc
- Outcomes: students/graduates initiated projects and made changes in their co-ops – social audits and similar tools; community projects (daycare by a CU); partnerships; P6, etc



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# Impact

- Preventing isomorphism (co-op longevity; involvement in policy and advocacy; new P6 initiatives, etc)
- Community development
- People-focus (stakeholder and member engagement)
- PhDs
- New education efforts (courses and tools in or by co-ops)
- New partnerships



# Why measure impact?

- Policy/ advocacy
- Member engagement
- Bragging rights
- Changing the system



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