

ICA

Strategic Plan 2009-2012



Introduction

Introduction

The ICA Strategic Plan represent a global vision of the one ICA, including planning for the Central and Regional offices as well as the Sectoral Organisations for the period 2009-2012. This document provides the commonly agreed strategic objectives, key result areas, outcomes and indicators, and includes the strategic initiatives as defined by each component of the ICA. Following approval, activities and budgeting will be added for consideration by the Board at its next meeting in December 2008 in Hanoi (Vietnam).

Terminology

- **Strategic Objectives**

Strategic objectives, key result areas or KRAs and their respective outcomes and indicators will be shared by all parts of the organisation. Strategic Objectives are defined by the Board who also determine the global budget for its achievement.

- **Key Result Areas (KRAs)**

Key Result Areas are those actions that will lead to the achievement of a strategic objective.

Each KRA will have an outcome which is what a KRA should produce (effect). Each outcome will have one or more indicators to measure if the KRA has been achieved (permits justification and verification of achievements). Outcomes and indicators from various ICA components will be compiled and summarised by the Director-General for presentation to ICA global board to report on progress in achieving the strategic objectives of the organisation as a whole.

- **Strategic initiatives**

Strategic initiatives, activities and specific budget allocation to each activity are the responsibility of each individual part of the ICA.

Strategic Initiatives are defined by each part of the ICA but must be linked to the common ICA KRAs.

- **Activities**

Activities are undertaken within a strategic initiative. These are essentially the list of activities currently found in the workplan which are determined by each part of the ICA.

- **Budget**

Budget is the financial representation of the workplan.

Vision-Mission-Strategic objectives-KRAs

Vision

To be prized as the organisation of reference which provides an effective and efficient global voice and forum for knowledge, expertise and co-ordinated action for and about co-operatives

Mission

The International Co-operative Alliance (ICA) unites co-operatives world-wide. It is the custodian of co-operative values and principles and makes the case for their distinctive values-based economic business model which also provides individuals and communities with an instrument of self-help and influence over their development. The ICA advocates the interests and success of co-operatives, disseminates best practices and know-how, strengthens their capacity building and monitors their performance and progress over time.

Strategic Objectives & Key Result Areas (KRAs)

1. **MEMBERSHIP:** Consolidate and increase membership.
 - Retain existing members
 - Add new members
2. **INFLUENCE:** Increase global influence to promote co-operatives as a specific values based business model.
 - Improve ICA's effectiveness as a lobbyist and advocate for the co-operative model and values.
 - Maintain and further develop effective communications.
 - Build the credibility of the ICA as the centre of excellence for knowledge , expertise and co-ordinated action about co-operatives
3. **DEVELOPMENT:** Develop strong co-operative enterprises for social and economic progress.
 - Improve capacity building
 - Strengthen inter-cooperation
 - Consolidate and build strategic alliances /networks
4. **GOVERNANCE:** Strengthen ICA's sustainability through financial capacity, good governance and a committed people base.
 - Seek significant funding from funding from alternative sources.
 - Maximize effectiveness and good governance of all ICA
 - Build skills appropriate to roles and responsibilities
 - Strengthen the organisational development of ICA.

Strategic Objective 1.0: MEMBERSHIP

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 1.01 Retain existing members	Central Office	Attend member meetings& events, receive delegations	Active and satisfied members	N° of withdrawals / expulsions N° of times members participate in meetings
		Respond to member requests: information, Membership Directory,		
		Make available ICA promotional materials: flag, brochures, etc		
	ICA Africa	Secure feedback from members on service delivery (qualitative and quantitative): organise member events, participate in member events, telecommunications strategy		
		Develop new responsive products and services		
	ICA Americas	Attend to and reply to member requests		
		Organise and coordinate actions in benefit of the member organisations		
		Participate in member events		
		Develop new services for members		
	ICA Asia-Pacific	Undertake member oriented actions		
		Respond efficiently to members' requests		
	Coops Europe	Provide information & communication to members, member briefings, member meetings . Work on specific members interest areas: energy, pharmacies, utilities, fair trade, CSR		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Develop better communication with members		
		Participate in the development of processes and tools to measure member satisfaction		
		Harmonise membership with ICA membership and review membership structure accordingly, consolidate co-operation with other ICA entities		
		Provide opportunities for members to discuss topical issues		
		Support and consolidate regional-sectoral activities		
Encourage the co-operation between co-operative organisations at the national level				
	Promote and develop standards and guidelines based on co-operative principles			

Strategic Objective 1.0: MEMBERSHIP

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 1.02 Add new members	Central Office	Develop new members' strategy including design, printing & development of promotion materials for potential ICA members	Increased membership	Net increase of members
	ICA Africa	Develop membership promotion package		
		Reformulate membership rules and criteria		
	ICA Americas	Elaborate a formation strategy for new members		
	ICA Asia-Pacific	Membership drive strategy		
		Strategic presence of ICA		
	Coops Europe	Follow up with orgs not members of Coops Europe / ICA, European sectors (AMICE, UGAL), orgs which left the ICA. Propose membership to co-operative support organisations, develop new co-operative organisations, develop new European professional networks and working groups		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Develop resources and tactics to support a membership drive strategy		
Promote the set up of the national of national co-operative movements				

Strategic Objective 2.0: INFLUENCE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 2.01 Improve ICA effectiveness as a lobbyist and advocate for the co-operative business model and its values.	Central Office	Interaction with global organisations: represent ICA in UN & its agencies, IASB, World Bank, CO-PAC and INGOs. Includes preparations for International Day & Year of Co-operatives & lobby materials as required	Positive impact on public and policy makers' opinions	N° of co-op conferences and positive changes in policy documents and legislation, participation in expert groups, presentations in high level events
	ICA Africa	Build and adapt advocacy and lobbying skills in co-operative leadership		
		Interaction with regional organisations: jointly organised meetings		
		Dialogue with governments: Ministerial conference, regional co-op development coordination conference		
	ICA Americas	Representation, interlocution and advocacy of the co-operative movement through political, social and economic incidence		
		Promotion of the co-operative model starting from training and educational activities		
	ICA Asia-Pacific	Relationship with Government		
		Coordination with MOs		
		Market effectiveness of coop business models		
	Coops Europe	EU LOBBY, EU Commission interpretation framework of the co-op nature, enhance participation in EUCC, in WG's (legal, state aid, accountancy), recognition as a European Social Partner (SPP), ICA IAS WG, Strengthen the partnership with EURISCE, develop European Think Tank, SCE support unit linked to European SCE observatory		
Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Consolidate relations with national governments and with regional integration systems			
	Promote and reinforce the role of the co-operative enterprise model with international organisations			

Strategic Objective 2.0: INFLUENCE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 2.02 Maintain and further develop a more effective communication	Central Office	Publish Digest in English and ensure translation in F-S-R	Informed membership, partners and media	Increased media coverage, website hits, n° of publications
		Maintain & develop www.ica.coop / www.icanews.coop		
		Prepare and publish Annual report		
		Build on branding exercise to develop communication strategy and implementation		
	ICA Africa	Promote use of ICA Africa communication tools: website in English & French		
		Create links to member organisations' websites		
		Improved electronic communication infrastructure		
		Annual report		
	ICA Americas	Implementation of the information and communication strategy		
		Promoting initiatives tending to strength the image of the co-operative sector		
	ICA Asia-Pacific	Website		
		Annual reports		
		Periodicals/ journals/ media		
	Coops Europe	Web site (enhance internal part), newsletter, EUCC briefing, Coops Europe portal		
		Data base development (mappings, co-op directory)		
		Develop dot.coop		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Develop participation in the Global 300 initiative		
Develop external communication and media through external bulleting and website				
Build Knowledge management system including best practice				

Strategic Objective 2.0: INFLUENCE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 2.03 Strengthen the ICA credibility as the centre of excellence for knowledge and expertise, as well as the co-ordinate action of the co-operatives	Central Office	Develop and collect member stats, update contact info for online database	Production of reliable information, statistics, databases, and research	N° of external publications, requests, and consultations
		Support thematic committees on Gender, HRD, youth & working groups of the board, Address other cross cutting issues including climate change, food crisis, etc		
		ICA Review of International Co-operation - 2 issues per year		
		Archives/Library - develop strategy & implement		
		Update, maintain and further develop 300 database including CSR and Developing 300		
		Contribute to global research, for example Co-op Development Scotland funded consumer co-op research project		
	ICA Africa	Co-op data base system for Africa: "Africa 300"		
		Facilitate management exchange		
	ICA Americas	Support to the regional sectoral committees and transversal issues		
		Data base of co-operative organisations of each country		
		Promoting the TIC's and knowledge management within co-operatives		
	ICA Asia-Pacific	On-line database		
		Advice on policy/ legislation on co-ops		
		Co-operative research		
		Archives/ library		
	Coops Europe	2009 performance report, build country statistics, EURISCE, mappings (youth, research, education, culture), European Co-operative Heritage network, CSR and sustainable development,		
		National "Top 100"		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Contribute to co-operative promotion and education on cooperatives		
		Develop procedures for identifying global issued and monitoring global trends that are relevant co-operatives		
		Engage in comparative legislation relevant to co-operatives with co-operative law experts		
Together with other ICA structures, launch research programmes on statistics and opportunity costs and develop criteria to evaluate the impact of co-operatives as enterprise model and tool for development				

Strategic Objective 3.0: DEVELOPMENT

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 3.01 Improve organisational and institutional development initiatives (capacity building)	Central Office	Organise CEO fora, seminars, workshops for senior co-op management on global issues	Stronger co-operative organisations	N° of projects and initiatives, improved performances, cross cutting issues undertaken
	ICA Africa	Leadership and management fora		
		Research		
		Secondments		
	ICA Americas	Promoting gender equality and youth policies in the co-operatives of the region		
		Promoting guidelines for better governance in the co-operatives		
		Promoting senior co-operative business management		
	ICA Asia-Pacific	Knowledge management system		
		Training and HRD networking		
	Coops Europe	Information and networking on EU calls for tender, projects and programmes		
		Stimulate co-operative structural development in Europe with the sectors: in less developed EU countries, EU candidates, Balkans, Russia, and Mediterranean.		
		Co-operate with COOPEST		
		Develop specific initiatives on Education, Youth, Gender projects		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Formulate and provide a clear expertise offering to international organisations, development NGOs and governments in our field of competence		

Strategic Objective 3.0: DEVELOPMENT

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 3.02 Strengthen inter-co-operation	Central Office	Prepare 2010 & 2012 ICA Expo and side events	Better co-operative integration and C2C	N° of joint initiatives
		Promote good relations among ICA SOs; promote cross-sectoral collaboration among members		
	ICA Africa	Promote co-operative—to—co-operative (C 2C) trade in goods and services		
	ICA Americas	Urge actions to facilitate greater cooperation from the economic co-operatives sector in each country and within countries		
		Promote the integration of the co-operative movement		
	ICA Asia-Pacific	Networking of business interests		
		Exchange/ exposure missions		
	Coops Europe	Stimulate and develop cross sector activities, link European sectors with ICA sectors, ICA Region to region activities, MED, COOP Africa, Mercosur, AL-INVEST, ASIA-INVEST		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Collaborate with member organisations in strengthening co-operatives enterprises, creating new ones and new forms of co-operatives		
		Promote inter-co-operative trade		
Promote the role of co-operatives to achieve sustainable development both in the social and the environmental field				

Strategic Objective 3.0: DEVELOPMENT

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 3.03 Consolidate and create alliances and strategic networks	Central Office	Organise development partner meetings; develop outofpoverty.coop content & resources	Increased capacity for enabling co-operative promotion	N° of joint actions, MoU's/Agreements
		Identify new partners and alliances and manage current partner relations eg trade union movement		
	ICA Africa	Increase partnerships for co-operative development (meeting of agencies)		
		Strengthen collaboration with COOPAfrica		
		Expand contacts with non- co-operative sector		
	ICA Americas	Develop partnerships created with key organisms and institutions of development to enable the improvement of the competitiveness of the co-operative sector		
		Strengthening and developing networks promoted by ICA-Americas		
	ICA Asia-Pacific	Trade forum / Coop forum / Coop-Government forum		
		System preferences for co-operatives		
	Coops Europe	Mutuals, Social Economy, REVES, Trade Unions, CEEP, NGOs		
Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Promote the development of co-operatives by advocating our development strategy and the implementation of concrete development projects to international organisations and other interest groups			

Strategic Objective 4.0: GOVERNANACE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 4.01 Seek significant funding from alternative sources	Central Office	ICA Expo 2010	Less reliance on core funding	% core funding / alternative funding
		Sales of services through consultancies		
		Fundraising: ICA Foundation, etc		
	ICA Africa	Establish Endowment Fund for ICA Africa		
		Sales of services: consultancies		
		Extend Partnerships		
	ICA Americas	Regional Conference		
		Management and execution of developing projects		
		Promotion and sale of services, products and materials		
	ICA Asia-Pacific	Sales of services		
		Foster partnership		
		Development co-operation		
	Coops Europe	EU project funding (1-2 political projects), EU development projects		
		Annual event registrations & sponsors		
		Growth finance mechanism		
Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Seek stable and adequate income to the pursuit of the objectives of each sectoral organisation			

Strategic Objective 4.0: GOVERNANCE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 4.02 Maximise effectiveness and good governance of all ICA	Central Office	Co-ordination and planning: ICA Central Office staff meetings; ICA senior staff meetings; regional planning visits; participation in Sectoral organisation & Thematic Committee meetings	Compliance with ICA policies; good internal communications, better co-ordination between all ICA structures	N° of quality contacts between ICA authorities, degree of compliance with code of governance, financial handbook, personnel policies
		Financial reporting and control		
		Statutory meetings, GA and board & its committees		
		Member administration: invoicing, reports to Board Sub-Committee on Membership, member		
		General administration and IT		
	ICA Africa	Co-ordination and planning		
		New ICA Africa Rules		
		Financial reporting		
		Member administration		
		General administration		
		Strengthen effectiveness and performance of ICA Africa statutory bodies		
	ICA Americas	Improve management capacity		
		Co-ordination and planning		
		General administration		
		Report to the Regional Board		
		Elaboration of the ICA-Americas Rules, Polices and Standing Orders according to the ICA Rules		
	ICA Asia-Pacific	Directive Bodies Meetings		
		Improve governance regime		
	Coops Europe	Membership policy		
		Statutory meetings: ICA Boards, Co-op Conventions, GA, Boards, Executive;		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Improve administration and financial control, develop better coordination with European Sectors, subsidiarity and complementarity with CO, Regions and Sectors at international level		
		Improve governance in each sectoral organisation		
		Elaborate way to improve core services to members: training and induction for leaders, exchanges		
Develop criteria for the provision of non-core services to members				
		Pursue the reform of the member subscription system in coordination with other components of ICA		

Strategic Objective 4.0: GOVERNANCE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 4.03 Build skills appropriate to roles and responsibilities	Central Office	Staff administration, evaluation and succession planning	Well qualified and motivated staff and Boards	Staff turnover, n° of training hours/sessions
		Computer training and other as required		
	ICA Africa	Staff administration		
		Training for staff		
	ICA Americas	Staff administration		
		Programme for continuing education and training for staff		
	ICA Asia-Pacific	Human Resource policy		
	Coops Europe	Team training		
		Succession policy		
		Summer university and leadership LLL seminars on strategic development for Co-operative Leaders		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Promote an active Human Resource policy directed at increasing effectiveness, skills and competences		

Strategic Objective 4.0: GOVERNANCE

KRA	Component	Strategic Initiatives	Outcome	Indicators
KRA 4.04 Strengthen the organisational development of ICA	Central Office	Restructuring follow-up, develop sub committees and working groups	More effective and efficient ICA	N° of implemented restructuring recommendations, amount of reserves (financial viability)
		Implement new sectoral arrangements		
	ICA Africa	Active participation of ICA Africa region in statutory meetings at global level		
		Restructuring follow up		
	ICA Americas	Implementation of the Organisational Development Plan of the ICA-Americas Regional Office		
	ICA Asia-Pacific	Effective organisational structure & policy		
		Restructuring initiatives		
		Statutory obligations		
	Coops Europe	Initiate reflexion on new European and common global initiatives		
	Sectoral Organisations: CCW, CICOPA, ICBA, ICA Housing, IHCO	Contribute to the organisational development of the ICA		