

# STRATEGIC PLAN

2017 – 2021

MASS SPECC reached a milestone when it celebrated its 50<sup>th</sup> anniversary as a cooperative organization in August 2016. Almost immediately after, it embarked on a strategic thinking process to map out a new direction to the future.

First, it commissioned an independent research to determine the primary cooperatives' perception of MASS SPECC as a federation, using selected coop leaders as key informants. Second, it consulted its general membership in all the regions, during the Ownership Meetings, on important issues facing cooperatives individually and the coop movement as a whole. Third, it gathered a select group of coop leaders to analyze the results of the regional consultations and translate these results into actionable agenda. Finally, the federation's board, committees, and management formulated a **Strategic Plan** to guide the federation in the next 5 years, using the ideas of its membership as key inputs.

Two key points stood out from this strategic thinking process:

- 1) That individual **members** of cooperatives are the key measures of success and should now be the focus of cooperative promotion and development; and
- 2) That, given the significant internal and external challenges facing cooperatives in the country, it is time for cooperatives to think, act, and move forward as a **movement**.

Hence, MASS SPECC's **Strategic Plan, 2017 – 2021**.

## **VISION: All Members Enjoy Better Quality of Life**

Economic success of primary cooperatives should be seen in the improvement in the lives of every member, even as they contribute to the development of the community as a whole.

## **Overarching STRATEGY: Cooperate, Collaborate, Differentiate**

Cooperatives have to work together to achieve significant market presence throughout the country, and differentiate themselves to increase visibility in the marketplace.

## **GOALS:**

### **Goal 1: Strengthen the cooperative identity**

This goal shall have been achieved when:

- One vision is adopted by all member cooperatives
- A common brand is adopted by member cooperatives, including **one logo**
- There is increase in number of quality members (both in coops and in MSP)
- 60% of MSP members are rated 'mature' on Cooperative Essentials in the CB program

## **Goal 2: Strengthen cooperative governance and management**

This goal shall have been achieved when:

- Membership participation in MSP is increased to 90%
- 20% of MSP members are rated 'mature' in all capacity areas of the CB program
- MSP is ISO certified

## **Goal 3: Institutionalize support systems**

This goal shall have been achieved when:

- 90% of member cooperatives participate in the CB program
- The Stabilization Fund is operational
- The Deposit Guarantee Fund is operational
- SCOOPS is operational
- 20% annual increase in pooled GRF & Retirement Fund is realized
- 60% of MSP members are inter-connected in one IT system

## **Goal 4: Institutionalize self-regulatory mechanisms**

This goal shall have been achieved when:

- MSP is deputized by CDA or BSP to regulate cooperatives
- MSP acquires self-regulatory power and authority
- 60% of member cooperatives adopt standardized processes and products

## **Goal 5: Scale up services, programs, and shared financial services**

This goal shall have been achieved when:

- 60% of member cooperatives support most of MSP services and programs
- Individual members can transact business with any cooperative (deposit, payment, withdrawals, remittance)

## **Goal 6: Set up collaborative programs and enterprises in key social and economic sectors**

This goal shall have been achieved when:

- 1 social enterprise serving the agricultural sector within MSP membership is set up
- 1 federation (for agricultural or workers' cooperatives) is set up
- 80% of coop members are covered by the mortuary system of MSP
- Joint project (with coop investments) is set up in agriculture and health sectors

## **Goal 7: Ensure viability and sustainability of the cooperative movement**

This goal shall have been achieved when:

- All members remit 100% CETF
- Subscribed share capital in MSP is paid in full
- Excess funds of member cooperatives are deposited in MSP