Red Euro-mediterránea de la Economía Social (Red ESMED)

Euro-Mediterranean Network of Social Economy (ESMED-Network)

La empresa cooperativa EN EL MEDITERRÁNEO

The Cooperative Enterprise IN THE MEDITERRANEAN



Patrocina:





CEPES

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COOPERATIVES IN THE DEVELOPMENT OF THE MEDITERRANEAN



Juan Antonio Pedreño President Spanish Business Confederation of Social Economy

(CEPES)

N December 2009, the United Nations established 2012 as the International Year of Cooperatives. Since then, organisations of cooperatives and social economy have been carrying out a number of activities to increase awareness of this enterprising model which is proving itself as a driver of economic and social development thanks to its capacity to respond to the market's challenges. From the Euro-Mediterranean Network of Social Economy (ESMED) we want to contribute to celebrating this International Year by making the reality of cooperatives in Southern Mediterranean countries and their European neighbours in the Northern shore better known. To this end, we are privileged to count with the support of the Spanish Agency for International Development Cooperation (AECID) and the Spanish Ministry of Foreign Affairs and Cooperation.

A Euro-Mediterranean cooperative reality which proves this as a movement that is solidly present in society and the economy. There are 200,000 cooperatives comprising more than 137 million members and generating 6.3 million jobs in European states and Mediterranean countries.

There are 200,000 cooperatives comprising more than 137 million members and generating 6.3 million jobs in Europe and 9 Southern Mediterranean countries

This business fabric has undergone different levels of development in different countries, as the articles in this publication attest. These articles also highlight how cooperatives allow people to come together, improving their living conditions thanks to sharing the risks and bringing together resources

and savings. Cooperatives are great generators of employment, which is one of the main challenges faced by all countries in the Euro-Mediterranean region. Furthermore, due to enterprising collectively, cooperatives also provide solutions to essential problems faced by the population by offering education, health, assistance to people and other services, especially in the rural and local territories where cooperatives operate, revitalising not only of the economy but also society.

The relevant role played by cooperatives has led to Governments and a number of International Organisations to show an increasing interest in them, making a commitment towards promoting this type of enterprise which, like the rest of business community, is suffering the consequences of the economic crisis and recession. In this situation, cooperative organisations and the political authorities have to reflect together on how to empower this model in the Mediterranean, especially with the expectations of political change opened by the "Arab Spring".

For this reason, the ESMED Network as the coordination platform for Social Economy in Algeria, France, Italy, Morocco, Portugal, Tunisia and Spain, organised the Conference 'Cooperative Enterprise as a Social Economy actor for Economic and Social Development in the Mediterranean' in May 2012 in Murcia (Spain). An event that brought together more than 150 people from 12 Mediterranean countries and which helped identify new challenges in furthering this enterprising model. The conclusions reached by the conference, together with the opinions of experts, make it possible for this publication to contribute an analysis of the cooperative reality in the Mediterranean, confirming that cooperatives indeed help to build a better world, also in the Mediterranean.

THE MEDITERRANEAN: A PRIORITY AREA FOR THE SPANISH COOPERATION



Gonzalo
Robles Orozco
Secretary General
International
Development
Cooperation
Ministry of Foreign
Affairs and Cooperation

HE countries in the southern and eastern Mediterranean have been a priority area for Spanish cooperation in successive Strategic Plans. The priority of this area has been ratified after the events that have taken place in the southern European basin from the start of 2011. Spanish cooperation in the region has focused in the last few years on basic social services, civil governance and society, economic growth and job creation, and the sustainable management of natural resources.

The social and political reform process that has arisen in the new setting established the foundations for further collaboration from Spanish cooperation in the Arab countries in order to meet expectations regarding democratic change, paying special attention to the new agents in civil society that promote this change. To this end, Spanish Agency for International Development Cooperation (AECID) started in 2011 a special programme for the development of civil society in the Arab countries with a special line, in the form of an Open and Permanent Call for Proposals (CAP), and an essential line of work that represents gender-related issues.

The sphere of governance, reforms towards democracy and the strengthening of civil society are a priority for Spanish cooperation in the partnered southern and eastern Mediterranean countries. In this new period, our cooperation must focus further in accompanying democratic change processes in the countries involved in political reform. Our actions must focus on transferring knowledge, in training to formulate and start public policy and to train management bodies, focusing especially in the exchange of experiences regarding the Spanish democratic transition model, a process that has been acknowledged by many Arab countries and where Spain may play a relevant role in the European sphere.

The second greatest challenge in this transition region is the support to the productive sector, economic

growth and to job creation, especially through the support to SMEs. In 2006, AECID, together with CEPES (Spanish Business Confederation of Social Economy), member of Euro-Mediterranean Network of Social Economy, started to co-finance several activities to promote social economy in Morocco, Algeria and Tunisia, strengthening the activity of cooperatives, mutual societies and development associations as essential actors that improve the living conditions of the most vulnerable people, promoting their entrepreneurship skills to create employment and activities that generate income.

The greatest challenge in this region is the support to the productive sector, economic growth and to job creation

Studies and reports on social economy in the Mediterranean and the state of cooperatives in the southern Mediterranean have been carried out as part of this collaboration; also, annual meetings have been held, like the one held in Barcelona in 2011 or the Conference on the role of cooperatives in the economic and social development of the Mediterranean held in n Murcia (Spain) in May 2012 coinciding with the international year of cooperatives. On the other hand, in 2011, the Spanish Fund for Development Promotion - FONPRODE (Fondo para la Promoción del Desarrollo) started a 300m€ credit line managed by the European Investment Bank (EIB). Indeed, southern Mediterranean SMEs find it difficult to access financing from banks. The contribution of private capital and strategic advice makes it possible to finance the expansion of these enterprises, promoting the growth of the private sector and regional integration. The aforementioned changes make the development of a productive fabric that contributes to employment and to lessening social tension more pressing.

1. The International Year of Cooperatives 2012



1.1. THE INTERNATIONAL YEAR OF COOPERATIVES 2012

Pauline Green, President. International Cooperative Alliance (ICA)

1.2. COOPERATIVES IN ARAB STATES: CHALLENGES AND OPPORTUNITIES FOR CHANGE

Simel Esim, Chief. International Labour Organisation (ILO) Cooperative Branch

1.1. THE INTERNATIONAL YEAR OF COOPERATIVES 2012



Pauline Green
President
International Cooperative
Alliance (ICA)

HE United Nations International Year of Co-operatives 2012 is a rich gift to the global co-operative movement. It demonstrates that the United Nations recognises the impact that co-operatives have had on the socioeconomic development of the world. It is, therefore, our responsibilities as 21st century co-operators to make sure that we use the Year to the maximum.

The International Co-operative Alliance has one key campaign to ensure that we maximise the benefit of the Year for co-operative enterprise and that is, to work with our members throughout the world, to raise the profile and visibility of our co-operative model of business by using the UN logo and slogan for the Year.

We need to rededicate ourselves to promoting the Co-operatives difference. We need to remind people that whilst the investor led model of business is bound by law to maximise profits. Co-operative enterprise is bound by its principles to make sure that we serve the needs of our members. So we can put our efforts into building a service or product that our members need, at a price they can afford. Yes we need to make a surplus (profit) to ensure that our business is competitive in the marketplace, but we are not driven to maximise profits when it compromises, or diminishes our service to our members.

Co-operatives are about human need and not human greed.

That is why the United Nations believes that half the world's population is served

in one way or another by a co-operative, and why the hundreds of thousands of co-operatives around the world are owned by nearly one billion people, and together employ 100 million of the world's citizens.

Hundreds of thousands of co-operatives around the world are owned by nearly one billion people, and together employ 100 million of the world's citizens

At this moment in history we in Europe are seeing the hopes and dreams of many of our families and particularly of our young and vulnerable people, destroyed, as a direct result of the malpractice and greed of the banking industry that led to the financial collapse, and recession over the last four years.

However, co-operative financial institutions have come through the financial collapse stronger. Our financial institutions have seen their asset base grow, their numbers of account holders increase, and they have continued to lend money to businesses and individuals whilst their investor led High Street competitors' lending rates have collapsed.

This is no coincidence. It is because of our unique legal structure, our democratic ownership model and our adherence to our global values and principles. Consequently our banks did not on the whole take part in the risky investment ventures of their high street competitors. Instead the co-operative movement has seen the public turn once more to our



mutually owned enterprises to help them through this crisis.

Of course, co-operative commercial businesses will be affected by recession as much as any business model that depends on consumer sales, but overall co-operative business has proved more robust. Our worker co-operatives have been sustained often through the worker solidarity on which they are built. We have many examples of workers voluntarily taking a cut in wage levels to retain jobs. At the same time, there is increasing evidence that our social and community co-ops are actually growing as unemployed or redundant workers turn to self help and community solidarity to see them and their families through the austerity that is being driven down the economic chain. It is now our responsibility to try to drive up knowledge of the huge contribution that cooperatives are making in so many sectors of the economy. From the traditional sectors of banking, insurance, consumer retailing and agriculture, to so many of the newer and hugely important new sectors in social care, housing, renewable energy, sustainability, health, education, football, transport, schools and so much more.

ICA is working to ensure that global decision-makers recognise our current reach into every corner of the world, and that with a greater level of promotion and access to public resources we could do so much more The International Co-operative Alliance has changed its function and operational focus over the last three years. We are no longer solely a global representative forum for the movement, we are now working globally to facilitate co-operative business for our member co-operatives by influencing global decision making bodies.

The convergence of the economic crisis, the growing confidence of the cooperative sector that now finds itself much more in tune with the public needs and mood, and the International Year of Co-operatives gives the global movement a real opportunity to take our model of enterprise onto a different level. As a result, the ICA is working to ensure that global decision-makers recognise our current reach into every corner of the world, and that with a greater level of promotion and access to public resources we could do so much more.

One of our key challenges as a global movement is that we do not have a global brand. We are not a Nike or a Walmart. As a consequence, in a world driven by global advertising and marketing campaigns, and politicians who have bought into the concept of needing to woo large-scale business, we do not appear on the radar.

So, no we don't have a global brand, and neither do we want one.

Our model of business is sustained because it is a huge and growing network of local, autonomous, sovereign businesses, in a multitude of different sectors of the economy, that have developed according to local needs, local culture and member demands.

But we are united. We are united by a set of principles and values that are globally recognised and we work together globally in recognition of just that.

We are not business as usual, but we are businesses.

At a time when young people whom this recession in so much of the world is hitting so cruelly, are cynical of the political and economic models that dominate their lives; when they are looking for a voice, in North Africa, the Middle East and in the Occupy movement that started in Wall Street and quickly spread across the world; and when they are looking for impact, engagement and fairness, the co-operative model of business is not only an effective governance model, it is a compelling one.

So we have much to do in the rest of this year, and I know that you will join in the International Year with the billion other co-operators across the globe, use the UN logo and slogan that 'co-operative enterprise build a better world'.

It is the hope of the International Co-operative Alliance, on the 31st December 2012, we can move from a successful and exciting International Year to a decade of co-operative growth!

That is the real prize of the International Year.

1.2. COOPERATIVES IN ARAB STATES: CHALLENGES AND OPPORTUNITIES FOR CHANGE



Simel Esim
Chief
International Labour
Organisation (ILO)
Cooperative Branch

HE wave of change that has been shaking the Arab States demonstrates the need for alternative, more participatory and accountable approaches to socioeconomic development. The prevailing development model in the past three decades has led to growing insecurity, widespread inequalities, as well as rampant unemployment and informal employment. Across the region, large numbers of discontented men and women in a largely young population are coming together to reshape their states and societies.

At this historical juncture, the cooperative form of organization can play a critical role in ensuring the sustainability of change. Cooperatives can be important change agents with their distinct capacities and mission to empower people to create decent jobs and improve their livelihoods through collective enterprises established and run by their members.

"The cooperative form of organization can play a critical role in ensuring the sustainability of change

The formal cooperative structures were introduced in the region in the early 1900s. Although cooperative spirit has a long history across the region, over the years the cooperative movement has evolved differently in different contexts, interacting with the changing political, economic, and cultural configurations, and reflecting a combination of self-help, charity and small business motives.

Although cooperatives in the region attracted considerable attention in the literature until the 1980s there has been a paucity of information and analysis about them until recently, to a large extent

because of changing state-society relationships in these countries. Known to be part of the social economy despite traditionally strong influence of governments upon their very existence and high degree of dependency and lack of autonomy, recent interest in cooperatives has emphasized their role in providing self-employment.

Cooperatives in the region have suffered from lack of proper and favorable cooperative development policies and legislation, and decades of neglect of services in cooperative education, training and promotion. Frequent change of short-term policies resulted in confusion, arbitrary interpretation and discouragement of cooperative stakeholders. Cooperatives remain "hidden" forces for local economic development, sustainable livelihoods and job creation, waiting for action to "uncover" them. Due to this common phenomenon, cooperatives in the region have been unable to use their full potential and take greater role and responsibility in social and economic development in a substantive manner.

There is no doubt that the prerequisite for successful cooperative promotion is a well-formulated, consistent, clear, realistic and long-term cooperative development policy in line with national priorities. Strategies for cooperating for change, including inter-cooperation among cooperatives are needed.

Highlights from ILO approach to promoting cooperatives in Arab States

In recent years the ILO has reinitiated its work with cooperatives in the region. Initial efforts have been set in motion in Lebanon, Yemen, and the Occupied Palestinian Territories, based on the challenges and opportunities identified for change.

The recent ILO experience can provide some valuable insights into how cooperation can be promoted in these countries, in light of successful cooperative experiences, particularly through a greater inclusion of women and youth.

The ILO provided technical assistance and support needed by the national cooperative movements, support networks and institutions with a vision for more representative, better managed, and more sustainable cooperatives

The ILO provided technical assistance and support needed by the national cooperative movements, support networks and institutions with a vision for more representative, better managed, and more sustainable cooperatives, acting within a supportive policy and legal framework. Specific emphasis was made on cooperatives working in rural areas and with workers in the informal economy, including women and youth. Throughout the process, ILO normative instruments, particularly the Promotion of Cooperatives Recommendation, 2002 (No. 193) served as the reference.

At the macro level, ILO has engaged in policy dialogue with legislators and policy makers toward an improved policy and legislative environment for cooperatives. At an initial stage, participatory situation and needs assessments as well as policy and legislative reviews were conducted to identify capacity needs, inform priorities, and determine needed changes for the promotion of cooperative entrepreneurship. These assessments were led by cooperative partners and undertaken with governments and social partners in line with the 2007 Resolution of the ILO for sustainable enterprises1.

By covering technical as well as organizational components, including working conditions, these assessments also helped identify the needs of cooperative organizations and cooperative support institutions at the meso level. In each instance, the tools for the assessments and reviews have been adapted from one country context to the next prior to their use. Investments are being made in developing a network of national trainers to remain

as resource people within their institutions to continue disseminating the knowledge imparted to them.

The results of the assessments and reviews were discussed with the relevant stakeholders, including government institutions, workers' and employers' organizations, and national cooperative movements. The discussions provided the basis for the development of national cooperative strategies and follow-up action plans for implementation in a participatory manner. National cooperative strategies and action plans have been developed, and supported to cover priority areas such as trade, investment, employment, and social policies, as well as institutional frameworks for the operation of cooperatives. In each of the countries, national multi-stakeholder platforms for implementation of the cooperative action plans have been mobilized in order to ensure inclusiveness and enhanced cooperative effectiveness in providing advocacy services. At the meso/micro levels, the emphasis has been on strengthening the capacities of cooperative organizations and cooperative support institutions to deliver services to members. Cooperative training programmes are being implemented promoting effective service delivery, improved managerial and financial capacities.

ILO on cooperative promotion in oPt

In 2008/2009, the ILO undertook a study on "The Palestinian Cooperative Movement: Problems and Prospects". The ILO has been assisting the Ministry of Labour in establishing a conducive policy and legal framework for cooperatives through designing a new law in line with the principles of the ILO Promotion of Cooperatives Recommendation, 2002 (No. 193), taking into account the lessons learned from having two different laws in the West Bank and Gaza Strip. The draft law proposes to create a new structure, the General Commission for Regulating Cooperatives (GCRC), which would be in-charge of cooperative policy-making and the promotion of cooperatives. The ILO has been supporting the Ministry of Labour in preparing a related implementation plan.

The ILO has also actively promoted Women's Participation in Cooperatives in oPt,² within the context of the Spanish MDG fund on "Gender Equality and Women's Empowerment in the occupied Palestinian territory" (2009-2012). A situation and institutional assessment on "Mainstreaming Gender Equality concerns in Palestinian cooperatives" was conducted in 2009. In follow-up to the assessment, cooperative extension workers were trained to support women cooperatives in the West Bank and Gaza Strip through the provision of cooperative management and leadership training, as well as consultancy and business development services. A "Cooperative Extension Worker" Manual was developed and utilized with cooperative extension workers. A competition for innovation was launched to support women cooperatives in managing their cooperatives in an effective way, and the capacity of 40 women-only cooperatives was built through training, coaching and monitoring visits with a local partner.

As a result of the project 12 cooperatives already applied or started to apply sound financial and administrative procedures, 446 new members were registered in cooperatives, 214 administrative committee and assembly members of targeted cooperatives were trained in good governance, cooperative principles and communication skills, and 30 members were trained on vocational training and specialized subjects related to their businesses.

For more information, see:

http://www.ilo.org/public/english/region/arpro/beirut/ downloads/info/fact/genderbriefs/policybrief_10_pal.pdf

http://www.ilo.org/public/english/region/arpro/beirut/ downloads/areas/equality/actionbrief/opt1.pdf

http://www.ilo.org/global/resources/WCMS_093970/lang-en/index.htm For more information, see:

http://www.ilo.org/public/english/region/arpro/beirut/downloads/ areas/equality/actionbrief/opt1.pdf

2. The Situation of Cooperative Enterprises in the Southern Mediterranean Countries



2.1. RURAL COOPERATIVES IN ALGERIA

Chérif Benhabiles, Expert

Abdelkader Harmat, Chairman. Mutual Societies Coordination

Committee

2.2. THE COOPERATIVE ORGANIZATIONS IN EGYPT

Mahmoud Mansour A.Fattah, Member of the Board. General Cooperative Union of the Arab Republic of Egypt

2.3. AGRICULTURAL COOPERATIVES IN JORDAN

Maen Irshaidat, General Director. Jordan Cooperative Corporation (JCC)

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2.6. PALESTINIAN COOPERATIVES

Randa Yousef Zein, Director. Union of Cooperative Association for Saving and Credit (UCASC)

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2.7. AUTONOMY AND GOOD MANAGEMENT, CONDITIONS FOR THE RENEWAL OF TUNISIA'S COOPERATIVE SYSTEM

Lotfi Ben Aissa, Adviser. National Union of Mutual Benefit Societies (UNAM)

2.8. COOPERATIVES IN TURKEY: THE STRONGEST PILLAR OF THE SOCIAL ECONOMY

Huseyin Polat, Senior Adviser. National Cooperative Union of Turkey

2.1. RURAL COOPERATIVES IN ALGERIA





Chérif Benhabiles Expert

Abdelkader Harmat
Chairman
Mutual Societies
Coordination Committee

HE social context of the rural areas in Algeria is marked by the lack of agricultural income, the high level of unemployment and poverty. The rate of activity in rural areas is still insufficient to tackle the large amount of young people seeking to access employment. Young people are the social category with the highest unemployment rate.

In this context, actions close to the local level are a development tool that also involve different partners: public institutions, local authorities, professional organisations, associations and groups of farmers. In this way, the partners can specifically define direct actions for the population and their institutions in solving the problems faced in starting up their projects. The rural proximity project involves new forms of collaboration bringing together cooperatives, traditional undertakings, territorial public administrations. Similarly, the creation of local activation cells guarantees the support indispensable to establish the multiple dimensions of this strategy aimed at guaranteeing the food security of rural families.

The cooperative: a set of values that places people at the heart of social and economic life

Cooperative values are a reflection of an independent movement that is rooted locally, based on a democratic cooperative functioning and a historic experience in an allround demanding economic setting.

The spirit of service, the meaning of development, the constant search of competitiveness and responsibility, solidarity and proximity are cooperative values; specific actions that translate into everyday collaboration in economic activity, supporting local development projects, taking part in humanitarian causes, renewing the regional heritage and taking its own future in its own hands.

Improvement in the income of small farmers, who are many and a majority, will make it possible to create a demand for their products and services. This will, in turn, help in diversifying those activities that generate employment, decrease rural unemployment and, in this way, support small farmers in becoming a real productive strength and even a driver of agricultural and rural development. It must be the farmers themselves who take on the responsibility. Even if it sounds obvious, taking on responsibilities must be met with the creation of federative structures and meeting points: the cooperatives. In order to strengthen solidarity, the social economy must necessarily be based on the solidarity of each society.

Cooperative values are a reflection of an independent movement that is rooted locally, based on a democratic cooperative functioning and a historic experience in an all-round demanding economic setting

Direction of the specific crafts and farming cooperatives must be based on basic general principles that work in their own interest:

- Free and voluntary membership.
- Democratic control by its members.
- Participation of members in economic aspects.
- Autonomy and independence.
- Education, training and information.
- Exchange between cooperatives.
- Interest from local administrations.

For instance, the objective of the Caisse Nationale de la Mutualité Agricole (CNMA, National Savings Bank of the Agricultural Mutual Society), a non-profit organisation, is to bring together and coordinate the work of cooperative members through mutual access to financing and means among farmers in order to improve living and employment conditions in rural areas.

This objective significantly proves the importance laid by the Agricultural Mutual Society to the development of this type of sector. The aim of the CNMA, as the proximity agent par excellence, is to become a pole that brings together people in the regions, strengthening its identity as a leader



in the promotion of mutual activities in the land and to once again spark collaboration between farmers and technicians and to reinstate the services of mutual societies.

The natural union between the two would come to fruition in a Collection Centre, which besides collecting would serve as the meeting point of agricultural life in society. It would be an unavoidable element of farming activity and all it entails, not only in an economic sense. A sort of Farmers Home where regional production is naturally directed, and also a place for proposals and advice regarding production and how to improve it.

These cooperatives are an instrument to modernise agricultural structures, to add value to the agricultural land, improve the conditions of production as well as a place to exchange and disseminate technical progress.

They are a means to improve living and working conditions in rural areas in the sphere of the environment, collective life organisation, leisure, transport, consumption, vocational training, and any sphere which aims to increase the cultural and social level of its members.

With this in mind and with the aim to favour the rural environment, the Agricultural Mutual Society must guarantee the creation and management of social services and professional institutions that may help agricultural rural populations to improve their living conditions by providing both financial and technical support and assistance, factors that work towards the success of the free and voluntary adhesion of farmers to the principles of the agricultural cooperative.

2.2. THE COOPERATIVE ORGANIZATIONS IN EGYPT

PRESENT ROLE - STRATEGIC PLANNING



Mahmoud Mansour A.Fattah

Member of the Board. **General Cooperative Union** of the Arab Republic of Egypt

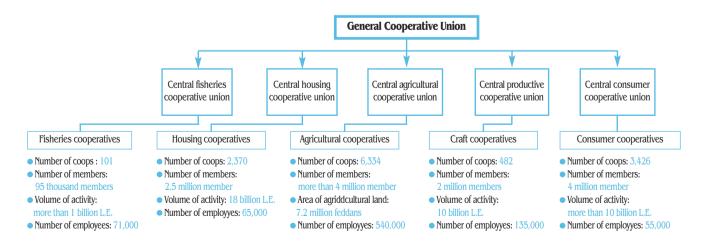
Introduction

The first Egyptian cooperative society was established in 1908 and afterwards cooperatives spread to cover all aspects of economic activities and all geographical territories of Egypt in few years.

The emergence of the cooperatives came among the trials of the political and economic independence against the British occupation at that time:

- The Egyptian cooperatives contribute in supporting and speed the development process in all sectors in particular agriculture and crafts as an economic policy adopted after 23 July revolution 1952 and this what lead to the success of the agriculture reform at that time.
- Cooperatives contributed in the stability of the local markets which were responsible for providing goods and services during wars.
- Cooperatives suffered during the period of the transfer to the free market economy (nineties of the last century) as a result of the insistence of the state to grant all the opportunities to the private sector and deprive the cooperatives from any support including the modification of the cooperative legislations to comply with the new policies.
- This led to the slowdown of the cooperative growth and the social and economic effects that the society suffered from.
- Egyptians cling huge hopes to the return to be interested in cooperatives and enable them to play a main role in economy and society after 25th of January revolution.

Organization structure of the Egyptian cooperatives (2010)



(*) Source: General cooperative union and the Central Cooperative Unions (Consumer - Productive - Agricultural - Housing - Fisheries).

Summary about the Egyptian Cooperative movement (organizational structure – number of coops – number of members) (2010)

Coop sector Indicators	Consumer coops	Craft coops	Agricultural coops	Housing coops	Fisheries coops	General Cooperative Union (Total)
Organizational structure	Primary coops: 4,500 Regional unions: 20 Central consumer cooperative union	Primary coops: 466 Public coops: 13 united coops: 3 Central productive cooperative union	Mult purpose primary society: - for agricultural credit: 4,263 - for agricultural reclamation: 687 - for land reclamation: 571 Certain purpose society at the level of govern, credit only 70 Specialized societies at the level of country 752 General society: 11 Central agricultural cooperative union	Primary coops: 1,969 United coops: 11 Participant society: 7 Central housing cooperative union	Primary coops: 82 Public coops: 1 Fishery agriculture society: 8 Central fisheries cooperative union	
Number of coops	3,426 + 15 regional unions	482 coops	6,334 coops	2,370 coops	101 coops	13,169 coops
Number of members	4 million members approximately	2 million members	4 million members	2.5 million members	95 thousand members	13 million members nearly
Law	109 for the year 1975	110 for the year 1975	122 for the year 1980	14 for the year 1981	123 for the year 1983	28 for the year 1984
Administrative authority	Ministry of supply and internal trade	Ministry of national development	Ministry of Agriculture	Ministry of Housing	Ministry of Agriculture	Prime minister
Number of employees	55,000	135,000	540,000	65,000	71,000	866,000
Volume of activities In million I.E	10,000	10,000	25,000	18,000	1,000	64,000

Strategic planning

External Opportunities

Currently, small scale producers and consumers are suffering from the exploitation of the private sector in case they resorted to it to mobilize consumptive commodities for production requirements. Moreover within the state of restricting the Egyptian Economy towards implementing the open market policies and the reduction of governmental expenditure in large rates, the rate of unemployment is increasing due to the lack of job opportunities. Moreover the expansions of the informal sector in the field of marketing, financing and training, all such variations increase the success opportunities of the cooperatives as such organizations are pressingly needed.

External stumbling block

- The dominance of a negative social culture towards cooperatives and beholding them as the remains of an inclusive regime.
- Absence of the governmental guardianship for the cooperatives or considering them with the same amount of guardianship paid to the private sector institutions, especially in respect of the developing and permitting the change of legislations as well as permitting the establishment of cooperative companies and banks.
- The administrative interventions of the state bureaucratic departments in the affairs of the cooperatives which results in blocking their decisions.
- The cooperative administration is affected by the dominant status of the society, i.e. lack of internal democracy in the cooperative, refrain of cooperative members from implementing their rights etc.

Internal Strength

1. Societal potential need for cooperative services.

- 2. The large market which could be dealt in.
- 3. Cheap labor force willing to be qualified.
- 4. General reduction of costs due to the nature of cooperative systems.

Internal weakness

- Weakness of the institutions of financing and marketing in addition to other services assisting the cooperative work.
- Weakness of human resources qualifying on all levels due to weakness of training.
- Weakness of concern towards statistical and informative sides of the cooperative activities.

Strategies should be followed:

- Outside the cooperative sector:
 - New unified cooperative laws (now we have 5 sectorial coop laws) which should permit the cooperative sector to be integrated in the market economy.
 - Creating specialized cooperative bank to provide the cooperative with their needs under suitable conditions.
 - Liberalization cooperative movement through minimizing the role of state administrations and their interference in the cooperative affairs.
- Inside the cooperative sector:
 - Retraining, reeducating, and reduplicating among the cooperative staff, cooperators and the supportive governmental departments staff on the new Cooperative attitudes and cooperative best practice.
 - Good governance principles in the management of the cooperative units to increase their competitiveness.

2.3. AGRICULTURAL COOPERATIVES IN JORDAN



Maen Irshaidat
General Director
Jordan Cooperative
Corporation (JCC)



Background

Agricultural co-operation in Jordan dates back to 1952. Indeed, throughout most of the period 1952-1996, agricultural co-operatives were a focus of government efforts in the agricultural sector because they served as channels for the provision of subsidized inputs and credit. However, while the co-operatives were to be member-owned and member-controlled, from the time the co-operative system was created at the initiative of the government, it has always been under some degree of state influence and control.

More recently, and reflecting the change of Jordanian society from a mostly rural society to one that is increasingly urban, co-operatives have expanded into new areas. Accordingly, a new generation of co-operatives grew up, including housing, mutual benefit and savings and credit co-operatives, as well as women's co-operatives and smaller specialized societies in areas such as consumer goods, transport, tourism, small-scale industry and handicrafts.

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Agricultural co-operatives in Jordan are, however, widely regarded as being in decline and indeed generally moribund. Indeed, the country's experience with co-operative development reveals an almost inverse ratio between the amount of public resources put into particular types of co-operatives and the extent of success. Thus, state-created agricultural co-operatives received the lion's share of government assistance in terms of both human and financial resources, yet they have little to show for these efforts, and very few continue to be economically active and viable.

As part of restructuring efforts, the Jordan Co-operative Corporation was established in 1995 as the government agency in charge of the co-operative sector. To a large extent, however, the change was only in form and, like its predecessor, JCC consumed large amounts of public funds, but it has not been successful in strengthening the co-operatives or in providing them with effective services. In fact, the JCC was assigned the dual responsibility of serving as the government's co-operative authority as well as the apex organization for co-operatives. But mixing these roles proved unsuccessful. Not only did JCC lack the financial resources to fill both roles effectively, there was also a conflict of interest between its public responsibilities and the private sector development needs of the co-operatives. Indeed it has been suggested that control took precedence over the service needs of the co-operatives, significantly under-mining the co-operative principles of self-reliance and self-governance.

Co-operative Law in Jordan

Jordan's 1997 co-operative legislation (Co-operative Law No. 18 of 1997) is unusual in that, rather than focusing on the primary co-operative, the Law deals with the role of JCC, and the establishment of co-operative unions and a national federation. The regulations on the establishment, registration, liquidation and functioning of primary co-operative societies are left to the Co-operative Societies Charter of 1998. At first glance, this separation may not appear important, but while the Co-operative Law required the approval of the two houses of Parliament, the Charter was issued directly by JCC.

The broad scope of the JCC's authority thus effectively allows it to intervene in the internal affairs of the co-operatives, supervise their business activities and even approve or disapprove their budgets. In some instances, JCC has placed staff in management positions in the primary societies. It should also be noted that the legislation gives JCC a monopoly on all technical support services to co-operatives.



Characteristics of agricultural co-operatives

Co-operative activities in the agricultural sector included input supply and marketing and the joint raising of livestock. Largely on the initiative of the government, some 200 agricultural multipurpose co-operatives (AMC) were established during the 1970s and 1980s. There were in addition 46 registered livestock cooperatives, of which the strongest and most active were those involved in dairying. Generally, the livestock co-operatives were more successful than AMCs, most if not all of which are no longer in operation.

The co-operatives focusing on cattle breeding and dairying activities seem to have been the most successful, with membership consisting of owners of dairy herds producing milk under intensive feedlot production systems. In early 1998, there were 16 registered cattle/dairy societies, with approximately 700 members in total. Some of the larger ones operated their own feed mills and supply shops and had equipment for the cooling and transport of milk to processing plants.



New imperatives for agricultural co-operation

There are some tensions in the discourse on policy on the structure of agriculture in Jordan and, specifically, on the role and future form of small-scale agriculture. Thus, on the one hand, larger commercial farms are widely seen as providing the opportunity for technological and market-oriented solutions to food security, through increasing production. At the same time, the small family farm continues to exist. This is, reportedly, mainly because such farms offer a safety net through food production and cash earning and are seen as an established feature of Jordanian agriculture.



Options for restructuring

As with many start-ups and young businesses, co-operatives will often look for support in forming and developing their business. This may be in a range of areas, including development of the co-operative concept, interpreting and applying co-operative law, preparing a business plan, loan applications, accounts and tax submission, and meeting labor law. In other words, co-operatives may need much the same support as any other small business.

The provision of such support has typically been through secondary and tertiary co-operative support organizations. In could, however, equally be offered by the small business advisory services now often found in many countries. These aim principally at business start-ups and grow-ups, but could equally serve the needs of co-operatives, particularly if one staff member has specialist knowledge of the co-operative sector.

This need is likely to become more acute if co-operatives are to be called "New General Co-operatives" (NGC) which go beyond input supply and output marketing and aim at value-added. The NGC is not a specific legal structure, but rather the term is used to describe how the co-operative operates, the relationship between the co-operative and its members, and how the co-operative is financed. Unlike traditional co-operatives, in which start-up expenses are minimal and growth is financed through members retained earnings, permanent equity to fund NGC start-up and growth is financed through the sale of delivery rights.

2.4. AN ACTION PLAN TO PROMOTE THE WORK OF LEBANESE COOPERATIVES



Rida Elmays
Chairman
Lebanese National Federation
of Cooperatives (FNCL)



Introduction

The Minister of Agriculture Dr HUSEIN HAG HASAN formed a national committee to develop a plan of action to promote the work of cooperatives and raise awareness of the importance of cooperative work on social and economic on the occasion of the International Year of Cooperatives 2012 adopted by the decision of the General Assembly of the United Nations.

The Commission held its first meeting on 28/3/2011 at the invitation of Minister of Agriculture and read the directions and capabilities available to support and develop cooperatives.

The reality of collaborative work and the main obstacles of Cooperative societies working in Lebanon in an unwelcoming environment for cooperatives is the absence of government policies supporting them, as opposed to policies favour of private sector companies, and under the old legislative framework and weak management of official and organizations involved in the cooperative movement not working well.

Priorities and challenges

The Committee identified four priority pillars and challenges for the advancement of Cooperative Action in Lebanon:

- the official policies and strategic objectives concerned with the development and promotion of cooperation.
- the importance of developing knowledge of cooperative societies and cooperative sectors where are active.
- review and reality and the roles of institutions involved in cooperatives (General Directorate of Cooperatives, the National Union of Cooperative Societies, the National Federation of Credit Cooperative.)
- 4. laws and legislations that organize and sponsor cooperative work.

It also was the subject of the global observance of the Year of Cooperatives in 2012, one of the priorities of the Commission's work and consider this the appropriate incentive to launch a workshop promoting collaborative work and promotion.

Report and its parts

As a result of its meetings during the period 28/3/2012-18/8/2012 the Committee shall submit its first report, a summary of its discussions, the hard work done by the Sub-Committee that emerged from the Drafting Committee.

The Minister of Agriculture has formed a national committee to develop a plan of action to promote the work of cooperatives and raise awareness of the importance of cooperative work on social and economic and on the occasion of the International Year of Cooperatives 2012

The report is divided into seven parts. After the introduction and methodology of work in Part I, Part II contains an analysis of the reality of cooperation and highlighted the constraints faced by institutions with the authority concerned with cooperative, and the reality of legislation and laws which regulate and control this work, as well as a detailed analysis of the reality of cooperative societies at both the structural and subjective. The third part presents suggestions for the advancement of cooperative work, divided into five themes, could be formulated in the work programs launched by the Ministry of Agriculture for the next phase 2012-2013. These themes include proposals can be put into effect an immediate and a continuing nature. Section IV contains an accelerated program to support and stimulate collaborative work consists of two components of a phased program of physical assistance, and training program and capacity building. In sections V and VI proposals to celebrate the International Year of Cooperatives, and the elements of the Program of Action for the years 2012-2013, and in the seventh and the last includes a mechanism to implement the proposed program. The Committee suggests that these themes are implemented during the period of the fundamental basis for the development of a medium - long term to develop collaborative work in Lebanon, which is not possible at the present time and what place did not complete cognitive data, and political orientations.



1-4 methodology and the challenges of work

Based on the reality of collaborative work in Lebanon and the recession experienced by, and the complexity of the problems and issues that need to study and analysis in preparation for the development of appropriate solutions, and to the importance of direct take practical steps to contribute to the regularity of collaborative work, the Commission followed the methodology of work imposed by some of the difficulties encountered:

First, during the period of work and before completion of the first report of the Commission made several suggestions that can be implemented immediately suggested a new classification of the cooperative societies, in order to know the number of cooperatives and terms of reference and geographical distribution.

Also proposed a system to control a special traditional food production cooperatives - Rural at the level of quality and food safety because of the specificity of this sector in terms of its origins and the possibility of its development, as well as the size of its institutions with the informal nature.

The Committee also initiated cooperation in coordination with the Directorate of heuristic development of a handbook on cooperative work in Lebanon.

For objective reasons associated with the institutions represented on the Committee in its work the Commission has focused on the agricultural cooperatives and competencies associated with them such as production of animal and agricultural processing and food, etc., without neglecting the proposals affect the cooperative movement in general.

Not with standing the foregoing, the Commission decided not to go into the technical problems and production faced by cooperative societies according to their competence but to focus on the obstacles that affect cooperatives and provide appropriate solutions to encourage it, taking into account the fact affected by the collaborative work and its growth is often problematic sector in general especially agricultural ones, but considered as one of the cooperation to provide solutions to these problems.

The form of the absence of key institutions involved in cooperatives credit cooperative union of a gap in the analysis of the reality of this institution and make suggestions to activate its role as a key ring is linked to the cooperatives of any credit. The Committee had requested at the beginning of its meetings should be represented on the Committee of this institution. On the other hand you see the importance of the representation of other institutions such as chambers of commerce and industry, agriculture, and representatives from the relevant control laboratories, and institutions of quality control because of their active role in the development of cooperatives in the marketing and export.

The Committee based its work primarily to the extensive experience of its members and their knowledge of the cooperative sector, and formed a mini committees dealt with different topics, and provided suggestions. The Commission has faced difficulty in obtaining the information, figures and statistics quickly enough that tried to be obtained from the competent departments in the Ministry of Agriculture or some of the institutions represented on the Committee.

2.5. THE COOPERATIVE SECTOR IN MOROCCO



Mustapha Bouchafra
Inspector General
Office for the Development
of Cooperatives

HE cooperative sector in Morocco in the last five years has benefited from a support in line with the context and expectations of the new market. This support takes into account a new generation of participants. The cooperative sector is now made up of new categories: rural women, young graduates, returning migrants, people with a disability; also, new activities: local products, computing and electronics; and, the opening to the international market.

The approach of these supporting measures focuses more on the form of activity and enterprise than on a pure concept of assistance. These have been contractual relationships between the State and the economic and social agents active in the field of human development. This is a partnership that is socially committed to fighting social shortcomings: more specifically, exclusion, instability and unemployment

The results of this new approach and the new measures are evident, both qualitatively and quantitatively. These results translate into a visible increase in the creation of new cooperatives, with a constant positive evolution



The main points taken into account by this support are:

- Training with regard to governance.
- Material and financial aid towards the creation and development of activities that generate income.
- Supporting the marketing of products from cooperatives in large distribution surfaces and by taking part in trade fairs.
- Necessary support and supervision to collaborate with NGOs and financing institutions.
- Aid to start running new cooperatives with feasible projects.

The results of this new approach and the new measures are evident, both qualitatively and quantitatively. These results translate into a visible increase in the creation of new cooperatives, with a constant positive evolution:

Year	2006	2007	2008	2009	2010	2011
Established	364	487	547	610	909	1248
Variation		33.8%	12%	11.5%	49%	37%

In terms of resources, at 31 December 2011, the Moroccan cooperative sector amounted to 9,046 cooperatives with 399,558 members. The agricultural sector predominates with 65%, followed by the crafts sector with 13% and housing with 11.6%. There are 1,025 female cooperatives with 25,456 active members, especially in the sphere of regional products and crafts.

This new reality has also had a territorial effect. The cooperative map now includes geographical areas that were formerly absent due to the lack of activities that could be grouped into cooperatives. More specifically, these were the southern provinces, the oases, the dry and mountainous areas.

There are a diversity of cooperatives in these areas which mainly focus on local product niches, such as: apiculture, 997 cooperatives; argan oil and derived products, 205



cooperatives; medicinal and aromatic plants, 87 cooperatives; rabbit farming (cuniculture), 69 cooperatives; dates, 51 cooperatives; cacti, 38 cooperatives; saffron, 20 cooperatives; carob trees, 5 cooperatives; snail farming (heliciculture), 5 cooperatives; fruit and legumes, 5 cooperatives; henna, 3 cooperatives; aromatic roses, 2 cooperatives; almonds, 2 cooperatives; pomegranates, grapes, capers, mint, silk manufacturing and ostrich farming, 6 cooperatives.

As regards to economic figures, the figures available for 936 cooperatives in 2006 are:

- Capital: 6,036,265,777 moroccan dirham.
- Fixed assets: 2,470,867,658 moroccan dirham.
- Turnover: 7,546,982,532 moroccan dirham.

And, in social terms (jobs), estimates at the end of 2011 for all productive sectors are the following:

- Waged employment: 34,630 permanent and temporary jobs.
- Self-employment: 375,320 jobs.
- Indirect employment: 680,260.

The environment department has invited the cooperative sector to take part in a project to fight plastic bags that are massively used in all trade activities. Once emptied, the bags are thrown away everywhere, polluting the environment in many ways. The project aims to substitute non-degradable plastic bags with fabric and fibre bags that the cooperatives will manufacture and whose distribution will be entrusted to environmental protection associations. The amount allocated to this operation is of approximately 6,363,636 euros.

2.6. PALESTINIAN COOPERATIVES



Randa Yousef Zein
Director
Union of Cooperative Association
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Amer S. Madi

Managing Partner

Al-Sahel for Institutional Development

and Communications

HE history of the Palestinian cooperative movement dates back to the second decade of the twentieth century, when more than 200 cooperatives were formed up until 1948. The number of cooperative grew to 487 by the late 1960. This significant increase came as a result of the Jordanian (in the West Bank) and the Egyptian (in the Gaza Strip) policies that encouraged cooperative movement and its development. After 1967, the Israeli occupation authorities imposed a set of obstacles and procedures that hindered any collective action, including the work of cooperatives. But at the same time, various Palestinian, Arab and international organizations continued to support cooperatives, often clandestinely, ensuring their sustainability and development.

After the establishment of the Palestinian National Authority (PNA) in 1994, the Ministry of Labor (MoL) through its General Directorate for Cooperation was tasked the oversight function of the cooperative movement and provided significant attention to organizing, managing and developing the cooperative sector. The number of registered cooperatives mushroomed after 1994, reaching more than 900 cooperatives in 2008, but the number of active cooperative is estimated to be around 390. The exponential growth in the number of cooperatives was mainly driven by donor priorities for channeling development and humanitarian assistance through cooperatives. This however, proved to cause more harm than good to the cooperative movement.

In general, the overwhelming majority of cooperatives are concentrated in the agricultural and housing sectors.

Distribution of active cooperatives according to kind (2010)

Sector	Agriculture	Housing	Services	Handicrafts	Consumers	Total
Number of cooperatives	158	155	61	9	9	392
Northern West Bank	84	30	18	2	2	136
Central West Bank	37	57	27	5	4	130
Southern West Bank	25	26	14	2	2	69
Gaza	12	42	2	~	1	57

The role of the cooperative movement in the attainment of social and economic development of the Palestinian society is well recognized in Palestine. However, data is not available on the size of its economic and social contributions and whatever data exists is estimative at best. This is due to several factors including:

- A large number of cooperatives engage in informal economic activities that do not get registered in official statistics.
- ii) Official statistics do not decipher between economic activities undertaken by the cooperative and private sectors.
- iii) The General Directorate of Cooperation at the Ministry of Labor (MoL) which is the entity responsible for the oversight of cooperative sector lacks the systems needed to collect and aggregate data on cooperatives' economic activities.

Hence, with few exceptions, social services (as opposed to cooperative and economic services) have been the predominant feature of Palestinian cooperatives for the past 20 years. This situation has undermined the role cooperatives could play in economic development and caused a general misunderstanding among cooperative members of the role and reason d'être for the creation of cooperatives.

Cooperatives have been engaged in community and infrastructure development and restoration of seedlings, delivering literacy training, organizing youth summer camps, activities for children, and awareness raising and education for community members

This notwithstanding their role in social development has been great, cooperatives have been engaged in community and infrastructure development and restoration of seedlings, delivering literacy training to both members and nonmembers, organizing youth summer camps, activities for children, and awareness raising and education for community members. Additionally, cooperatives in the context of Palestine provide good models for community participation, practicing democracy, and good governance although most cooperatives still need further training and capacity building to institutionalize governance processes and best practices.

Current challenges

The key challenges facing the Palestinian cooperative sector are:

• Low levels of education and resources; lack of skills and business acuity within the majority of cooperatives are key bottlenecks preventing the growth of Palestinian cooperatives, particularly women-only cooperatives. This is exacerbated by the fact that many cooperatives have not been established on the basis and with the understanding of members of cooperative principles.



- The current cooperative legislations in effect are not compatible with good practices and standards of cooperative principles, corresponding bylaws are inexistent.
- Cooperatives access to credit is limited by unfavorable banking sector policies, terms and product offering. Internal financing options through members' resources and pooling of equity is not commensurate with service development needs of most cooperatives.
- The unfavorable political and economic environment created by the Israeli occupation, particularly restrictions on free movement of goods and people, is not conducive for the growth and development of cooperative enterprise, especially in Gaza.

Prospects for the future development of the cooperative sector in Palestine

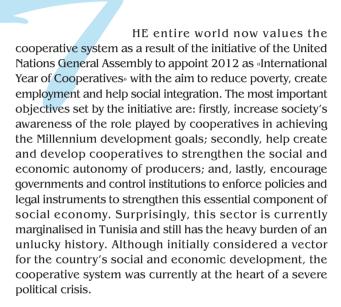
Opportunities are present to build a strong and active cooperative movement that can participate effectively in the social and economic lives of Palestinians through a strategic framework. Hence, it is crucial to operate in four priority directions:

- Encouraging and supporting local leaders in mobilizing citizens in active cooperatives according to best practices of cooperative action.
- Empowering members in taking decisions regarding the future of their cooperatives as well as their access to funding and skills to achieve their aspiration.
- Developing a unified Palestinian legislation and related bylaws in coherence with the best legal criteria; and
- 4. Enhancing the performance of the General Directorate for Cooperation within the framework of its mission and mandate for cooperative work and in coherence with national agendas.

2.7. AUTONOMY AND GOOD MANAGEMENT, CONDITIONS FOR THE RENEWAL OF TUNISIA'S COOPERATIVE SYSTEM



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Adviser
National Union of
Mutual Benefit Societies (UNAM)



Surprisingly, this sector is currently marginalised in Tunisia and still has the heavy burden of an unlucky history

Indeed, in 1961, five years after the country's independence and as a result of a brief liberal economy experience, Tunisian political authorities opted for a strategy centred around the State, marked by a ten-year development plan (1962-1971) whose first action was to nationalise all colonial grounds (approximately 800,000 hectares) and turn them into State cooperative farms. The accelerating forced collectivisation process allowed the integration of 90% of the agricultural sector into the cooperative system thanks to the National Cooperation Union (UNC) created to this regard. By 1969, the public sector covered all trade activity (wholesale and retail), a majority of the industrial sector and the entire services sector in practice. Whilst in the first six years only 1,700,000 hectares had been organised into cooperatives, by 30 June 1969, 1592 cooperative production units covered 295,414 farmers occupying 3,800,000 hectares. By the end of August, 4,700,000 hectares were covered, distributed in 1994 units. A crisis

erupted at this time with the uprising of small farmers, at the end of which, by the start of 1971, only 358 units on 700,000 hectares were left (G.Gagnon, «Coopératives, politique et développement» (Cooperatives, politics and development), 1974).

The cooperative sector in Tunisia is currently limited to 208 units that encompass 37,923 members only, with a turnover that barely accounts for 5.5% of the agricultural sector. The cooperative movement survived the 1971 demise thanks to the World Food Programme (WFP) which preserved the cooperative idea and favoured the creation of some agricultural services cooperatives throughout the following decade.

On the other hand, if we examine the legal texts that rule the cooperative sector (that is, the decree regarding the statutetype of agricultural services cooperatives of 1983, amended in 1995 and reformulated by the law on mutual societies in agricultural services of 2005), a semantic evolution may be observed that reflects the political will of former political leaders to marginalise this sector, to the point of deleting the term «cooperative» from these texts. Moreover, the legal framework evolved on two levels: firstly, with regard to statutes, speaking now of a variable capital and shareholding company working in the sphere of services related to agriculture and fisheries; and secondly, with regard to the organisational scheme, distinguishing between base and central mutual societies in agricultural services (the activity of the former limited to its geographical scope of intervention whilst activity in the latter covers the entire national territory).

In certain sectors such as cereals, central services cooperatives are in charge, through the Cereals Office, of harvesting, guaranteeing seed distribution amongst farmers offering the sacks they need, etc. They have at their disposal state infrastructures which are no longer maintained (administrative premises, silos...). In the sphere of management, some cooperatives have not held general Assemblies for some time, no longer carry out annual balance sheets and no longer published them.



The cooperative sector in Tunisia is currently limited to 208 units that encompass 37,923 members only, with a turnover that barely accounts for 5.5% of the agricultural sector

The general unease within the Tunisian cooperative sector can be observed at the Central Mutual Society for plants and quality seed which suffers problems regarding bureaucratic load and indebtedness. Its leaders would definitely welcome a reform of their legal framework which provided true autonomy in decision-making and full authority to carry out their job.

However, certain initiatives may be pointed out which intend to rehabilitate, revitalise and develop cooperatives in this international year. For instance, the Association "Gafsa Initiative" (in the southwest of the country) which, together with structures supporting agricultural development, started a programme at the end of 2011 to create mutual societies in agricultural services in all offices and in several areas such as greenhouse farming, apiculture, cuniculture and pisciculture.

Lastly, it seems that the integration and control of modern management techniques, continuous training of active members, the start of mechanisms to support the learning of best practices in the cooperative agricultural sector, the improvement of the environment and, especially, of the relationships of cooperative and mutual society members with financial and insurance institutions are, more than ever, a highly topical subject.

2.8. COOPERATIVES IN TURKEY: THE STRONGEST PILLAR OF THE SOCIAL ECONOMY



Huseyin Polat
Senior Adviser
National Cooperative Union
of Turkey



ITH a total membership of 8,1 million people, organized in more than 84,000 primary cooperatives, functioning in 25 different sectors and subsectors, the cooperative enterprises comprise the largest and strongest pillar of the social economy in Turkey. It is estimated that cooperatives have created more than 120 thousand jobs. Because of their important contribution to the national economy in rural and urban areas, cooperatives are known to be the driving force in the social economy.

The history of cooperative movement in Turkey dates back to 1860's during the Ottoman Empire with the establishment of so-called "country credit funds" which were similar to and the initial phase of today's agricultural credit cooperatives. During the early years of the Turkish Republic, in 1930s, agricultural credit and sales cooperatives were established. From 1050s, other types of cooperatives started to emerge, including housing, consumers', artisanal credit and transport. Starting from 1960s, wage-earners were particularly encouraged in urban and industrialized regions to organise themselves in consumers and housing cooperatives. The National Cooperative Union of Turkey (NCUT) as an umbrella organisation was established in 1990. At present NCUT covers the most important sectors and represent more than 5 Million cooperative members.

Cooperatives have created more than 120 thousand jobs. Because of their important contribution to the national economy in rural and urban areas, cooperatives are known to be the driving force in the social economy

There are three different cooperative legislation governing cooperatives:

- 1. General Cooperative Law No. 1163 of 1969 (for agricultural and non-agricultural cooperatives, except the cooperatives indicated below).
- 2. Law No. 1581 of 1972 (for agricultural credit cooperatives and their unions).
- 3. Law No. 4572 of 2000 (for agricultural sales cooperatives and their unions).

A brief picture of the movement by sector is drawn below to highlight its importance in social and economic life in Turkey.

- 1. Agricultural Credit Cooperatives (ACC) have 1,5 million members 1,694 primary co-ops affiliated to 16 regional unions under a central union a total volume of with 6,000 staff and workers. Total business volume of the ACC group has exceeded 5 Billion US Dollars at the end of 2010^2 .
- 2. Agricultural Sales Cooperatives (ASC) have 602,248 members organised in 322 primary cooperatives affiliated to 17 product-based and specialised cooperative unions. These cooperatives and their unions employ 7,000 workers and work on purchasing, processing and sale of 21 different agricultural products, most of which are considered to be strategically important for the country's economy.
- 3. Sugar Beet Production Cooperatives (PANKOBIRLIK) 1, 6 million sugar beet producers organized themselves in 31 primary cooperatives affiliated to the Union of Sugar Beet Producers' Cooperatives, PANKOBIRLIK. These cooperatives own 7 sugar production factories and 5 specialised companies. These are the major economic indicators of sugar beet cooperatives³: 42 % of the country's sugar production; 802 million USD of paid capital; total jobs created 7,300; 165 Million USD production credit distributed to members; and volume of business 3,50 Billion USD.
- 4. Rural (Village) development cooperatives: Total membership 790,037 organised in 7,503 primary cooperatives affiliated to 83 unions and 4 central unions.
- 5. Irrigation cooperatives: Total membership 286,197 organised in 2,428 co-ops affiliated to 13 regional unions and 1 central union.
- 6. Fishery cooperatives: 28,185 members organized in 522 co-ops affiliated to 14 regional unions and 1 central
- 7. Housing Cooperatives (HC) in terms of number of cooperatives and individual members, housing cooperatives constitute the largest segment of the cooperative movement with 59,129 cooperatives and 2,150,860 members.
- 8. Artisanal Guarantee and Credit Cooperatives (TESKOMB)

- there are at present 899 cooperatives with 670,000 members, affiliated to 32 regional unions and a central union in Ankara, TESKOMB.
- 9. Transport cooperative are another type of cooperative widespread all over Turkey. There are at present 6,443 transport cooperatives having 195,680 members, affiliated to 36 regional unions and one central union.
- 10. Consumer cooperatives: 3,229 co-op society with 305,504 members, 20 regional unions and a central union. They need particular attention to be able to survive.

Future road map

The cooperative strategy document prepared by the Ministry of Industry and Trade (now it is the Ministry of Customs and Trade), in partnership with the cooperative movement, should be put into action by both the Ministry and the movement. The document draws a road map for development of cooperatives for the period 2011-2015 with seven strategic targets: reorganisation of the cooperative support service infrastructure of the public; strengthening of education, information, research and development services; increasing the capacity of organisation and efforts for intercooperative collaboration; strengthening capital base of cooperatives and access to finance and credit; revising the entire system of internal and external audit in cooperatives; improvement of institutional and professional management capacity; and improvement of the legal framework for cooperatives to meet the needs in line with the relevant international standards⁴.

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3. The Cooperatives in the North of the Mediterranean

3.1. THE EUROPEAN COOPERATIVE MOVEMENT NOWADAYS

Agnes Mathis, Deputy Director. COOPERATIVES EUROPE

3.2. COOPERATIVES IN SPAIN: A MODEL ENTERPRISE BASED ON VALUES, AND BACKBONE OF THE SOCIAL ECONOMY

Juan Antonio Pedreño, President. Spanish Business Confederation of Social Economy (CEPES)

3.3. COOPERATIVES IN FRANCE

Caroline Naett, General Secretary. COOP Fr

3.4. COOPERATIVES IN ITALY

Stefania Marcone, Head of International Relations. National League of Cooperatives and Mutuals (LEGACOOP)

Gianna Perra, Head of International Relations. Italian Confederation of Cooperatives (CONFCOOPERATIVE)

3.5. COOPERATIVES AND SOCIAL ECONOMY IN PORTUGA

Joao Salazar Leite, Head for International Affairs. Cooperative António Sérgio for the Social Econonomy (CASES)

3.1. THE EUROPEAN COOPERATIVE MOVEMENT NOWADAYS



Agnes Mathis
Deputy Director
COOPERATIVES EUROPE

OOPERATIVES EUROPE – the Europe Region of the International Co-operative Alliance (ICA) is the umbrella organization representing 85% of all existing co-operative enterprises of the European region. It has members in all Member States of the European Union and in 37 countries of the European region. COOPERATIVES EUROPE stands as a force for economic growth and social change of 123 million member co-operators owning 160.000 co-operative enterprises and giving jobs to 5,4 million European citizens.

How COOPERATIVES EUROPE was created

From the creation of the European Economic Community few years after the Second World War, co-operatives begun to organize their business activities at European level to better defend their interest. They were organised in sectors such as Consumer Co-operatives or Agricultural Co-operatives, that in beginning 80's launched the CCACE - the Coordinating Committee of the European Co-operative Associations, that focuse on the EU institutions. In few years all the sectors and national apex organizations representing co-operatives joined the CCACE. However, it was not the only co-operative organisation at European level. International Co-operative Alliance (ICA-Europe), more involved in promotion in the all Europe, was also gathering cooperatives organisiations that were very often the same than the CCACE. In 2006, it was therefore decided to merge in one organisation which brought together the experiences and strengths of two existing organisations named COOPERATIVES EUROPE.

COOPERATIVES EUROPE'S objectives are:

- Enhance co-operative identity, visibility and image and recognition of the difference and added value of the cooperative model.
- Recognition of co-operatives as main economic and social partners (social and civil dialogue, consultation, policies) at EU institutional level.
- Develop a strong co-operative system in the enlarged EU and European region.

Intervention of Agnès Mathis in the Conference about Cooperatives in the Mediterranean. Murcia (Spain) 8th May 2012.



How COOPERATIVES EUROPE works

The General Assembly is the supreme structure of COOPERATIVES EUROPE, which brings together all the members. It approves the strategic guidelines of the organization with a Board, which are responsible for the administration and supervision of the association.

There is a specific Committee for all aspects concerning the preparation; analysis, decision-making and communication related to the consultation process vis-à-vis EU institutions. As much as possible, Cooperatives Europe works with the involvement and expertise of its members, ensuring by this way a exchange of information and needs.

COOPERATIVES EUROPE stands as a force for economic growth and social change of 123 million member co-operators owning 160.000 co-operative enterprises and giving jobs to 5,4 million European citizens

Main activities of COOPERATIVES EUROPE

- Promotion of the co-operative business model among the EU institutions and national authorities.
- International co-operative development, integrating the co-operative business model into EU development strategy and on promoting co-operatives as viable partners for the EU development programmes. Specific platform was set up composed of members and working as much as possible with public authorities and national co-operatives organizations. For development program, focus is made within the Balkan's.
- Energy and Environment, developing an EU co-operative energy strategy and setting co-operatives on the agenda of energy policy makers.
- CSR & Social Innovation, promoting the co-operative principles and values and co-operative governance structure to CSR policy makers as co-operatives are an essential asset to respond to current social and environmental challenges while pursuing economic efficiency.

The challenges of COOPERATIVES EUROPE

Politicians and representative of the EU institution recognize co-operatives as key actors for the European development. But this political recognition is not automatically translated into specific actions for co-operatives.

Cooperatives Europe is facing three main challenges:

- Knowledge of co-operatives as a key player has to be improved.
 - A part from the lack of data, the image of the co-op is very often limited to SME or to some sectors. Therefore, public authorities underestimate the impact that their actions could have on co-operatives.
- Recognition of the co-operatives principles and democratic governance.
 - The co-operative enterprises, by their nature of having a specific legal form, are in inferiority as the main reference model is shareholder owned companies. Co-operatives are still perceived as an exception and thus do not have the required impact.
- Lack of tools helping the creation and development of cooperatives.
 - It is about legal advices; it is about specific training in school management or financing new coops at starting or development stage.

Cooperatives do not want advantages, they do not need them to be successful, but they need recognition of their specific operating ways and obtain the same level playing fields than the other actors of the economical and social development at European level.

3.2. COOPERATIVES IN SPAIN: A MODEL ENTERPRISE BASED ON VALUES, AND BACKBONE OF THE SOCIAL ECONOMY



Juan Antonio Pedreño
President
Spanish Business Confederation
of Social Economy (CEPES)

OOPERATIVES are an economic and social reference in Spain. Their relevance has been acknowledged by society and public authorities due to their proven ability to create and maintain employment despite the difficult economic context. In 2010 and 2011, more than 30,380 people created their own employment by starting 3,760 new cooperatives. This figure shows the feasibility of this type of enterprise in Spain, which in 2011 amounted to 22,022 cooperatives and 290,298 jobs, to which we must add the 1,000,000 farmers members of food and agriculture cooperatives.

Hence, the cooperative is a relevant option to generate and maintain quality, stable and flexible employment in the midst of the crisis, further established by the fact that almost 80%

of the jobs are taken by cooperative members and, out of the remaining 20%, 75% have permanent employment. Job destruction during the crisis in cooperatives has been six points below the figure for other companies, as pointed out by the Spanish Minister for Employment and Social Security, Ms. Fátima Bañez, in her speech at the CEPES General Meeting. Moreover, in the first quarter of 2012, the number of cooperatives increased for the first time since mid 2007.

The cooperative sector in Spain is made up of enterprises of different sizes working in all economic sectors. Their presence is consolidated in some sectors like the agriculture since the final production of agricultural cooperatives represents 45.4% of total production.

The financial sector is also important. In the first quarter of 2011, of credit cooperatives amounted to more than ninety six thousand million euros, which is 6% more than at the start of the crisis. These figures are the result of cooperatives being institutions that defend a responsible way of doing finance with different, ethical and democratic values.

The market share of consumer cooperatives in the food distribution sector has increased from 4% to 15% in the last 20 years and education cooperatives have become a quality educational alternative, responding to the needs of the population and education administrations in many places.

In short, all of these figures show that cooperatives are a driver of the economy and make us feel optimistic about the future of these enterprises. The sector is working to prove that the present and future cannot be built without taking into account this type of enterprise that is capable of building a solid and successful business model owned by its members. A model that can compete in the market with other business models, make progress and, as stated by the slogan for the International Year of Cooperatives, help to build a better world.

3.3. COOPERATIVES IN FRANCE



Caroline Naett
General Secretary
COOP Fr

RENCH cooperative enterprises are relevant in social and economic terms: 21,000¹ enterprises with approximately one million waged employees and a turnover in 2010 (including subsidiary companies) of 288,000 million euros (a 5.1% increase on 2009). The French cooperative sector proves its European, even worldwide, leadership in several sectors. Cooperatives are present –and are sometimes leaders- in all sectors of activity: agriculture, crafts, banking, trade, consumers, culture, education, industry, housing, new information and communication technologies, fisheries, research, services, transport, etc.

Agricultural cooperatives represent 40% of the French food and agriculture sector with renowned brands (Yoplait, Banette, Delpeyrat, Nicolas Feuillate, etc.). Trade cooperatives represent 28% of retail trade (Leclerc, Système U, Krys, Intersport, etc.). Cooperative banks represent 60% of retail banking activity (Crédit Agricole, BPCE, Crédit Mutuel). The French cooperative movement also includes a wide array of cooperatives: cooperatives of enterprises, users' cooperatives, cooperative banks, production cooperatives (Scop), multi-sector cooperatives and collective interest cooperatives, a form of cooperative created in 2001. Close to 24 million members bring to life the democratic management of French cooperative enterprises. According to a rank established in 2012 by Coopr FR, the first 100 cooperative enterprises, with a turnover of 188,000 million euros in 2010, have increased their business by 4% compared to 2008. These figures are proof of the vitality of cooperative enterprises and their resistance to the crisis. The territorial

component of these enterpises is proven by the fact that 75% of the first 100 cooperatives have their headquarters in the region they originate from.

Coop FR, which is the French cooperative movement's representative organisation and coordinator of the International Year of Cooperatives in France, has wanted to spearhead the activities of the International Institutions this year (Cooperatives Europe, International Cooperative Alliance (ICA), United Nations, Euricse...) on behalf of its members and to propose tools to promote this Year and the cooperative model. Coop FR values the mobilisation of its members positively, actively taking part in this cooperative year. Throughout the year, the cooperative values and identity have been the subjects proposed by Coop FR members at their meetings (General Assemblies, conferences, seminars, symposiums). They will take part together in the main events for 2012, especially in Quebec at the International Cooperatives Summit and in Manchester at the event closing the Year: "Cooperatives United". The members of Coop FR will take part with a stand at the ICA Expo Coop Fair, the key event during these three days of celebration.

2012 in France has been marked by the Republic's Presidential election and the election of the National Assembly representatives. In representation of French cooperative enterprises, Coop FR proved its will to make itself heard and to take part in drafting and running policies that have a positive impact on cooperatives. Coop FR presented seven proposals to the candidates to acknowledge and support the development of cooperative enterprises in the form of a French Cooperative Movement Manifesto. The new President, François Hollande, who made a pledge during his campaign in favour of social and solidarity economy (SSE), especially cooperatives, has responded from the start of his term of office to a demand of the SSE sector, creating a delegate Department in charge of SSE that is directly linked with the Ministry of Economy, Treasury and Foreign Trade. Specifically, he has made a commitment to facilitate the transfer or recovery of enterprises by employees by establishing a right of preferential purchase under equal conditions in favour of waged employees, and to reserve part of the funds of the future Public Investment Bank to SSE with an amount of 500 million euros.

For further information on the French cooperative movement and Coop FR: Website of Coop FR: www.entreprises.coop

Link to the Sectoral Overview Top 100 2012 in the Chiffres Clé section (key figures)

Link to the Coop FR Manifesto: Coop FR website, Coop FR Ressources section (resources) and also on Facebook

 $^{^{1}}$ All figures extracted from the Sectoral Overview and Top 100 Cooperative undertakings 2012.

3.4. COOPERATIVES IN ITALY





Stefania Marcone

Head of International Relations National League of Cooperatives and Mutuals (LEGACOOP)

Gianna Perra

Head of International Relations Italian Confederation of Cooperatives (CONFCOOPERATIVE)

E all are immerse in a worldwide crisis for the last four years which, whenever it seems to come to an end, takes new strength in a different place in the world each time. Extreme financial engineering and "money making money" have led economic structures in large and developed countries to lose their balance. Italy has also experienced the effects of this commotion.

However, in the midst of this dramatic setting, cooperatives are responding to the demands of people by creating jobs and an income, and those of families and societies by offering goods and services that respond to increasingly complex needs.

Italian cooperatives have responded to the overall challenges of the crisis by making their contribution to the country's economy, both in terms of employment, with 1,200,000 workers, and development (amounting to 7.7% of GDP). This has been undertaken without delocalisation and without adopting business strategies that are not part of our principles and values.

Cooperatives make women and men the protagonists of business life wherever they work. They place people's needs at the heart of their activities by creating services networks in line with the times we're living, respectful of values which focus on an energetic defence of employment. Italian cooperatives have continued doing so in the last three years, when the crisis has reached its maximum intensity and during which cooperatives have prioritised the employment of its members and workers over profitability, with a 5.5% increase in employment in the period 2009-2010, continuing also in 2011. The administrators and members of our cooperatives are fully aware of this with their day-to-day commitment in view of market difficulties, with the dumping of contracts and delays in payments from Public Administrations.

United Nations declaring 2012 as International Year of Cooperatives is significant proof of the attention paid to cooperative enterprises by international institutions. It is also proof that this is a business model that is increasingly taken into account at both national and international level. The positive results achieved by Italian cooperatives despite the crisis are opening up opportunities for the cooperative movement to hold a dialogue with institutions which, formerly, would privilege traditional undertakings.

This is because our cooperatives, like all cooperatives around the world, work in favour of developing the territory and the social and economic independence of people. This is the guide, the "northern star" that guides the actions of Italian cooperatives in those sectors where they are present: in food and agriculture, adding value to "Made in Italy" products; credit to families and SMEs; the building of quality housing at affordable prices, respecting environmental requirements through energy savings and technological innovations; modern distribution, bringing together retail business and consumers; building of infrastructures and industry; in social services networks and services to families. Also in logistics, in the tertiary sector, in transport, in consumption or fisheries.

With a tradition of values regarding mutual aid, solidarity and subsidiarity, Italian cooperatives wish to face future challenges remaining loyal to the mission they were born into: to develop the territory and assist people.

To comply with this, and to face the challenges of the crisis, as well as the problems faced every day, the three main Italian cooperative organisations: Agci, Confcooperative and Legacoop, created the Italian Cooperatives Alliance a year ago, representing in total 43,000 cooperative undertakings, 1,200,000 workers, 12,000,000 members and 127,000 million euros in turnover.

3.5. COOPERATIVES AND SOCIAL ECONOMY IN PORTUGAL



Joao Salazar Leite
Head for International Affairs
Cooperative António Sérgio for
the Social Econonomy (CASES)

INCE the 1974 revolution, social economy has been acknowledged in the Constitution.

The 1976 Constitution mentions the existence of the cooperative sector alongside the public and private sectors (articles 80 and 82). After the 1989 constitutional reform, the sector was renamed "cooperative and social sector", encompassing means of production that are managed and in the hands of cooperatives, local communities, workers' collectives and, in short, institutions of a mutual nature that seek social solidarity and non-profit objectives. Article 288 of the Constitution establishes that any future amendment of the text must maintain the coexistence of the public sector, private sector and the cooperative and social sector of ownership of the means of production.

The Constitution allows the development of cooperative activities in all sectors of economy authorised by law, as well as the grouping into unions, federations and confederations. The creation of cooperatives has known of no legal limitations except for the non-agricultural banking sector, where the opinion of the Bank of Portugal to award licenses to cooperatives must still be changed.

Since 1980, cooperatives enjoy autonomous legislation in the form of the Cooperative Code, as well as a specific tax scheme.

Article 6 of the Cooperative Code refers to cooperatives with a public interest, known as "public cooperatives". They are governed by a special law of 1984 (Decree Law 31/1984 of 21 January). These cooperatives with a public interest may be created by the State or by local authorities in collaboration with individual persons, cooperatives or other types of enterprises.

In Portugal, everyone agrees that mutual societies and associations should join the cooperatives in the sector. Mutual societies (associações de socorros mutuos), share a common history with cooperatives since the second half of the 19th Century. As regards private solidarity associations, called instituições particulares de solidariedade social (IPSS), they're mainly present in the health and social services sectors. All of these associations, regulated by the Civil Code, must, like cooperatives, respect special laws: Decree Law 119/1983 of 25 February for IPSS and Decree Law 72/1990 of 3 March for mutual societies. So-called "misericórdias", which are associations linked to the church and which originated in the 15th Century, are governed in turn by the Civil Code, the IPSS Law and by Canon Law. They are present mainly in the health sector.

As a result of a decision of the Portuguese Government in August 2010, the Instituto Antonio Sergio do Sector Cooperativo (Inscoop) became CASES (Cooperativa Antonio Sérgio para a Economia Social), which is a public cooperative which is also a full member of International Cooperative Alliance (ICA).

The reform of Inscoop led to a partnership between the State, cooperative confederations (Confagri y Confecoop), the mutual societies' union, the 'misericórdias' union, the National Confederation of social solidarity associations (CNIS) and Animar, a national association of local development organisations. Foundations originally rejected taking part, but it seems they might change their mind.

Common initiatives have been started. A law on the foundations of social economy is at the final stages of debate in Parliament. Satellite accounts for Social Economy are being tested. A development programme for Social Economy (PADES) and a national microcredit programme complete the package. A monitoring centre for social economy was the object of a collaboration protocol with the University. Lastly, the National Council for Social Economy (CNES) started to work, chaired by the Prime Minister.

The first Portuguese social economy congress is currently being prepared and will take place in 2013 after a Cooperative Convention held during the International Year of Cooperatives.

4. Conclusions of the Conference

"THE COOPERATIVE ENTERPRISE AS A SOCIAL ECONOMY ACTOR TOWARDS SOCIAL AND ECONOMIC DEVELOPMENT IN THE MEDITERRANEAN"

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Murcia (Spain), 8th May 2012



- The Euro-Mediterranean Partnership establishes a framework for political, economic and social cooperation directed to transform the Mediterranean into an area of peace, democracy, cooperation and shared prosperity, being the Union for the Mediterranean the international organization in charge of reaching these objectives of this Partnership.
- The States in the Euro-Mediterranean region face common economic and social challenges, reason being that it is necessary to undertake measures to promote sustainable and inclusive economic growth through an economic model that can reduce social inequalities, create employment and promote equal opportunities for all.
- United Nations have declared 2012 as the International Year of Cooperatives, taking into account their contribution to promote the fullest possible participation in the economic and social development of all people, including women, youth, older persons, persons with disabilities and indigenous peoples, as cooperatives are becoming a major factor of economic and social development and contribute to the eradication of poverty.

- The cooperative enterprises exist in all countries of the Euro-Mediterranean region, numbering 200.000 which represent 137 million members and have created 6,3 millions decent jobs.
- Also, United Nations has urged Governments, relevant international organizations and the specialized agencies, in collaboration with national and international cooperative organizations, to utilize and develop fully the potential and contribution of cooperatives for the attainment of social development goals, in particular the eradication of poverty, the generation of full and productive employment, the enhancement of social integration, rural and local development as well as larger social protection.
- Some Governments, both at state and regional levels, as well as international organizations such as the ILO, are developing support programs for cooperatives, showing the importance of this business model. However, it was also found that some other Mediterranean countries lack a proper legal framework for cooperatives and that it is still necessary to implement policies and programs that enable cooperatives to develop their commercial activities in accordance with their principles and values. This situation makes that cooperatives

- demand equal treatment as for the other companies in terms of accessing to financing and for equivalent instruments that removing the factors that prevent their development.
- The International Labour Organisation (ILO) has defined several initiatives promoting cooperatives in the Arab States and identified several deficiencies preventing their development:
 - Low access to support and advising services.
 - Difficulties to accede to financial resources.
 - Little implication of members in the management of cooperatives.
 - Lack of enterprise management.
 - Lack of stronger structuring of representative organizations.
 - Dependency on public departments
 - Weak women participation.

Taking into consideration of the debates and works of the Conference, the following proposals and priorities have identified:

To reinforce the coordination and dialogue among the organizations representing cooperatives from both European Union and Southern Mediterranean countries, in order to increase the capacity of cooperatives to promote their own proposal capacities before the Institutions and Governments



Conference about Cooperatives in the Mediterranean. Murcia (Spain) 8th May 2012.

of the Union for the Mediterranean and the European Institutions. The activities of the Euro-Mediterranean Network of Social Economy (ESMED) must contribute to these objectives, through the strengthening of institutional cooperation among representative organizations and through the implementation of specific projects for the development of co-operatives and social economy enterprises in the framework of the Euro-Mediterranean Partnership, especially in collaboration with the Union of the Mediterranean, the European Commission and the International Labour Organization (ILO).

- To establish forum for dialogue between national public departments responsible for the promotion of cooperation in the Member States of the Union for the Mediterranean (UfM), in order to strengthen and, if necessary, establish national programmes for cooperatives validated by their national representative organizations. In this context it is proposed to the Secretariat of the UfM to promote regular meetings among these departments so that it will consolidate the exchanges at Governmental level and the definitio of an agenda for the development of cooperatives shared by all Member states.
- To develop a strategic plan for the promotion and development of cooperatives at Euro-Mediterranean level

on the basis of dialogue and partnership between cooperative organizations and the public departments of the Member States of the Union for the Mediterranean. This Strategic Plan could meet the following priorities shared by the cooperatives from the South and North of the Mediterranean:

- To increase the participation of cooperatives in the programs favouring the access of enterprises to the credit and financial resources.
- To favour the establishment of legal frameworks adapted to these enterprises, including revision of cooperative laws with proper linkages between cooperatives and other social economy enterprises.
- To establish training programmes and support to improve the management of the enterprises, the production systems and the access of cooperatives to the markets.

- To support the participation of cooperatives in productive or social development projects with other enterprises from both shores of the Mediterranean.
- To generate mechanisms of exchange of good practices and the launch of projects, especially those concerning the creation of business groups or in the field of research and innovation.
- To establish joint mechanisms to increase the visibility and the elaboration of statistics of cooperatives and their contribution to social and economic envelopment.
- To consolidate or, where appropriate, strengthen cooperative and Social Economy organizations as independent platforms representing the interests of these enterprises before their respective Governments and public authorities.

5. Statistic Data of **Cooperatives in Europe** and the Mediterranean

FRANCE

N° OF COOPERATIVES 21,000

> N° OF MEMBERS 23,700,000

N° OF EMPLOYMENTS 1,000,000

SPAIN

N° OF COOPERATIVES 22,022

> N° OF MEMBERS 5,561,754

N° OF EMPLOYMENTS 1,284,497

PORTUGAL

N° OF COOPERATIVES

N° OF MEMBERS 1,353,107

N° OF EMPLOYMENTS 51.391

MOROCCO

N° OF COOPERATIVES 9,046

N° OF MEMBERS 399.558

ITALY

N° OF COOPERATIVES 43,000

N° OF MEMBERS 12,000,000

N° OF EMPLOYMENTS

1,200,000

TUNISIA

N° OF COOPERATIVES 208

> N° OF MEMBERS 37,923

N° OF MEMBERS

20,000

EUROPE AND SOUTHERN MEDITERRANEAN*

N° OF COOPERATIVES 200,033 N° OF MEMBERS 137,442,983 **N° OF EMPLOYMENTS 6,324,630**

> (*) Data for 27 EU State Members, Algeria, Belarus, Egypt, Georgia, Jordan, Lebanon, Morocco, Moldova, Palestine, Serbia, Syria, Turkey, Tunisia and Ukraine.

TURKEY

84,232

N° OF MEMBERS

8,109,220

N° OF EMPLOYMENTS 120,000

PALESTINE

N° OF COOPERATIVES 392

> N° OF MEMBERS 39,502

SYRIA

N° OF COOPERATIVES 13,995

N° OF MEMBERS

550,000 LEBANON

1,292

JORDAN

N° OF COOPERATIVES 1,450

N° OF MEMBERS

130,000

N° OF EMPLOYMENTS 4,000

EGYPT

N° OF COOPERATIVES

13,169

N° OF MEMBERS

13,000,000

N° OF EMPLOYMENTS

866,000

SOURCES:

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Jordan: Jordan Cooperative Corporation, 2011.

Lebanon: Lebanese Confederation of Cooperatives, 2010.

Morocco: Office de Développement de la Coopération (ODCo), 2011.

Palestine: Union of Cooperative Associations for Saving and Credit (UCASC) & Al-Sahel for Institutional Development and Communications, 2010.

Portugal: Cases - Cooperativa António Sérgio para a Economia Social, 2010.

Spain: CEPES and Spanish Ministry for Employment and Social Security, 2011.

Syria: "Cooperatives in the Arab World: Reaffirming their validity for local and regional development", ILO, 2004.

Tunisia: Rapport sur l'économie sociale en Tunisie (Réseau Tunisien de l'Économie Sociale), 2007.

Turkey: National Co-operative Union of Turkey, 2011.

N° OF EMPLOYMENTS 34,630

ALGERIA

N° OF COOPERATIVES 481

286,000

N° OF EMPLOYMENTS

The Cooperative Enterprise IN THE MEDITERRANEAN

