

Entrepreneurial Ecosystems for Cooperatives

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Cooperatives & SDGs: Gained Momentum



Why Cooperatives are Sustainable Enterprises?

• Sustainable goals

Cooperatives address not only the economic, but also the social and environmental of their member communities

The Sustainable Development Goals aim to end poverty, protect the planet and ensure the global well-being of human beings.

• Needs-based approach to sustainable development

“Cooperatives exist to meet the needs of people” (ICA, 2015)

“The satisfaction of human needs and aspirations is so obviously an objective of productive activity that it may appear redundant to assert its central role in the concept of sustainable development” (Brundtland report, 1987 item 42).

• Leave no one behind

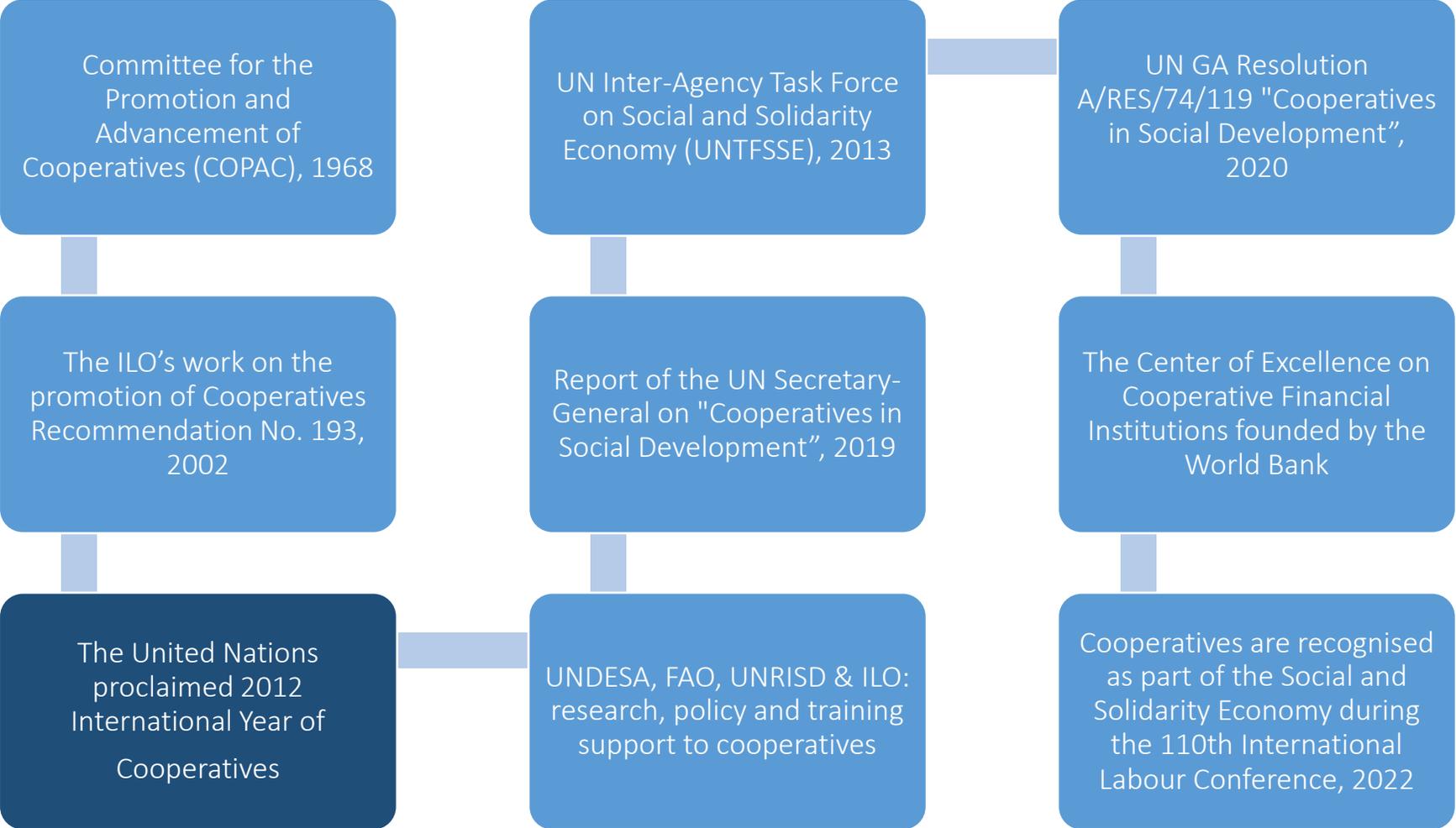
Inclusiveness and the prohibition of discrimination is in the tradition of the founders of the co-operative movement (ICA, 2015)

By adopting the 2030 Agenda, Member States have committed to leave no one behind in their implementation of the Sustainable Development Goals (SDGs)

• Principle and value-based organisations

Sustainability is inscribed in cooperatives' values and principles. The 7th principle reads: Cooperatives work for the sustainable development of their communities through policies approved by their members.

United Nations & Cooperatives: Some Highlights



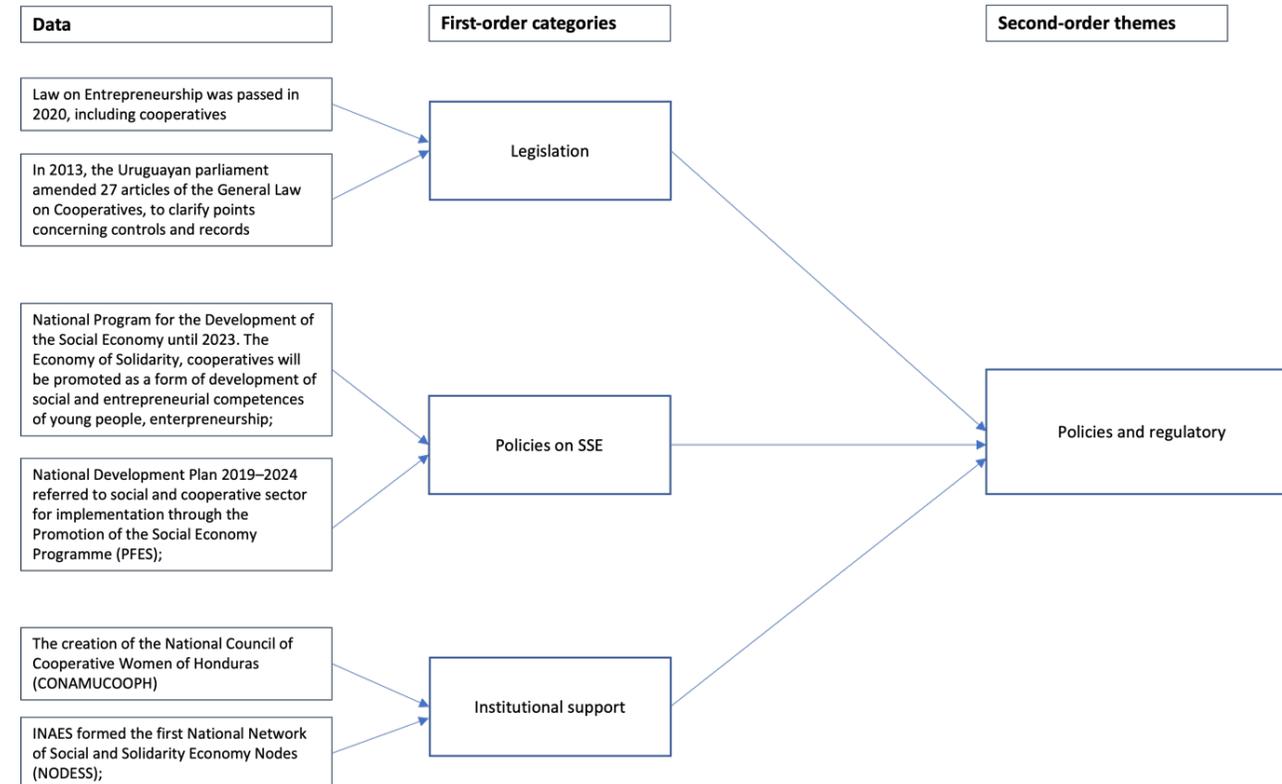
Methodological approach

Data sources: government agencies and the UN agencies – Economic Commission for Latin America and the Caribbean (ECLAC); International Labour Office (ILO); and Ecuador, Honduras, Mexico, Mongolia, Peru, Philippines, Poland, Portugal, Timor-Leste, Zimbabwe. The analysis also includes the information provided by the ECLAS on Uruguay, Colombia, Argentina, Chile, Brazil and Costa Rica.

Methodological approach: policy analysis as a research method (Browne et al., 2019); thematic analysis approach (Braun, Clarke, 2012).

Conceptual framework: Entrepreneurial Ecosystems approach (Spigel, 2015; Mason & Brown, 2014); EE adaptation for cooperatives (Beishenaly, Dufays, 2021).

Example of the coding process



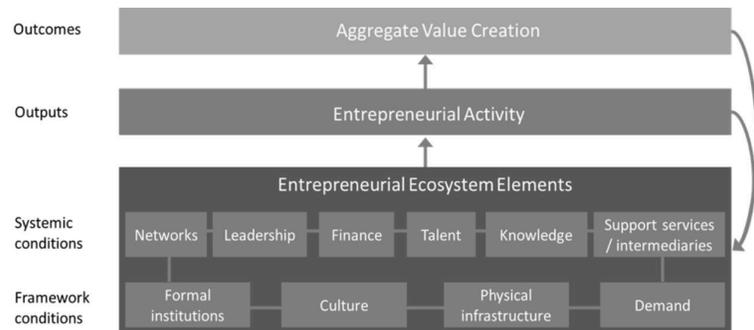
Entrepreneurial Ecosystems

Entrepreneurial ecosystems (EE): set of interconnected entrepreneurial actors, organisations, institutions and processes that coalesce to connect, mediate and govern the performance within the local environment (Mason & Brown, 2014).

The World Economic Forum has published a report the EE in different regions focusing on emerging-stage enterprises and entrepreneurial ecosystem policies (WEF, 2014).

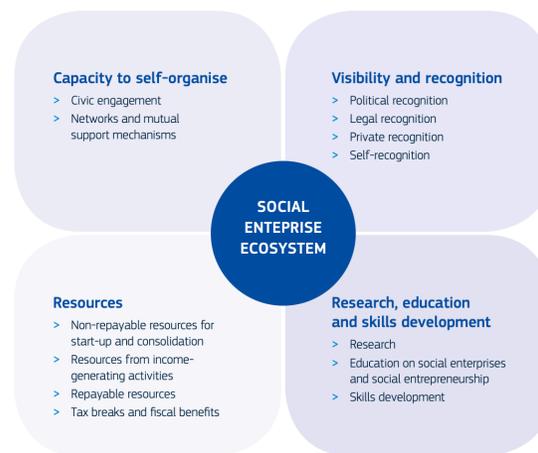
EEs increasingly studied in the context of **social enterprises and other hybrid organisations** to explore how different logics of market and community drive entrepreneurial ecosystems (Roundy, 2017).

European Commission has published series of studies on the social enterprises' ecosystems in Europe and neighbouring countries (EU, 2020).

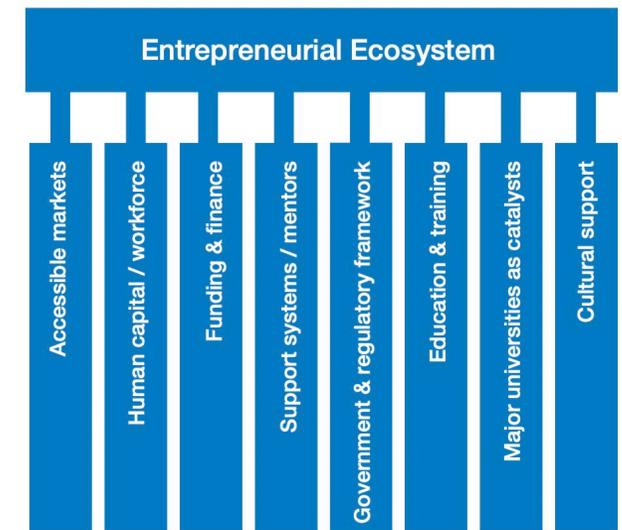


Source: Stam & Spiegel, 2016

Figure 2. Social enterprise ecosystem



Source: [EU, 2020](#)



Source: [WEF, 2014](#)

Previous research on Entrepreneurial Ecosystems for cooperatives

EE elements of worker cooperatives in the USA

ESSENTIAL ELEMENTS: BUILDING BLOCKS

- Member skills and capacity
- Financing
- Technical assistance
- Growth-oriented co-op developers

IMPORTANT ELEMENTS: ACCELERATORS

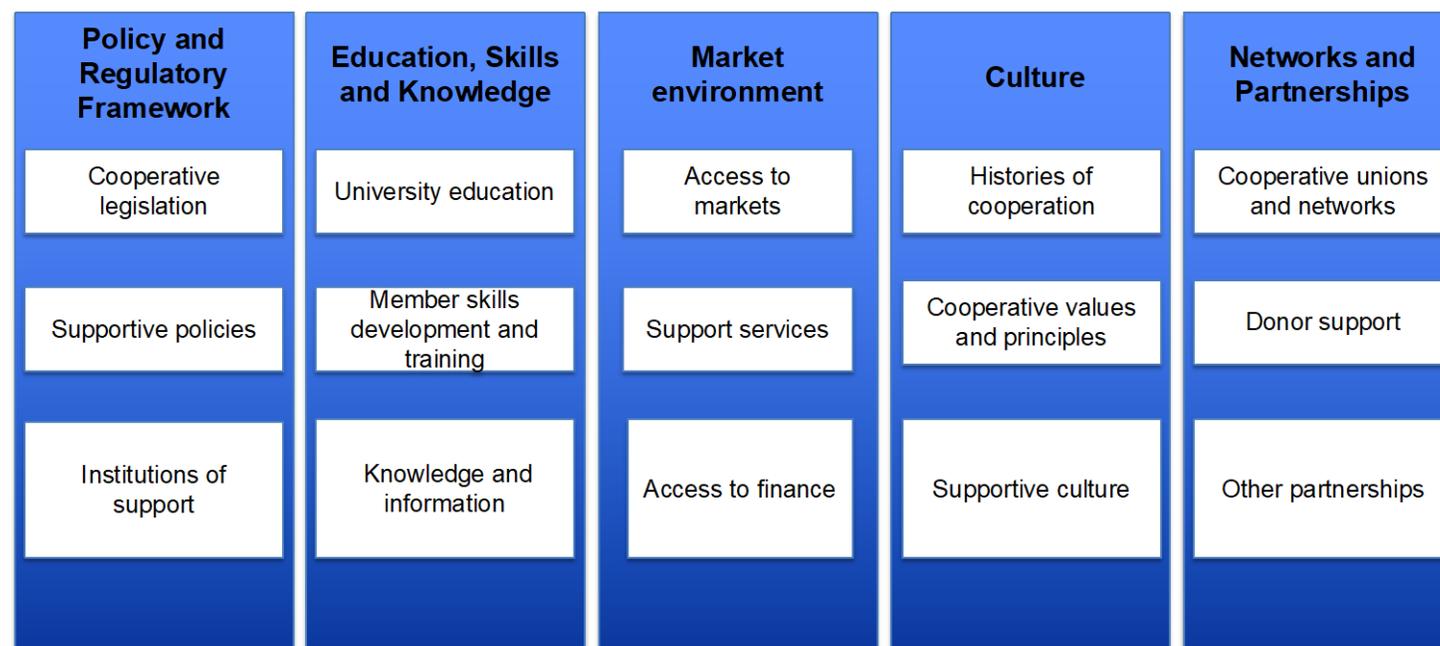
- Business supports
- Connections to market
- Policy
- Advocacy partnerships

ENVIRONMENTAL ELEMENTS: LEGITIMIZERS

- Values-driven businesses
- Attitudes and culture
- Cooperative education

Source: Hoover, Abell (2016)

EE elements of agricultural cooperatives in Kyrgyzstan



Source: Beishenaly, Dufays, 2022

UNDESA: What policies and practices support cooperatives?

Ten years after the proclamation by the United Nations of the International Year of Cooperatives, what are the policies and practices aimed at the implementation of the General Assembly resolution A/RES/74/119 of 10 January 2020 on cooperatives in social development?

UNDESA survey questionnaire sent to the UN agencies and member states' on policies, initiatives, strategies and best practices in the following areas:

(1) Activities implemented during the International Year of Cooperatives in 2012

(2) Policy and regulatory environment for cooperatives

(3) Capacity building for cooperatives

(4) Education and promotion of cooperative values and principles

(5) Plans for further promotion of the development of cooperatives

Results of the UN DESA study: a general EE framework for cooperatives

Lead actors

Cooperative Ecosystem Elements

Cooperatives	5. Networks & Partnerships								
	5.1. Government	5.2. Educational institutions	5.3. Research & Statistics	5.4. Private intermediaires	5.5. International organisations	5.6. Coop-to-coop cooperation	5.7. Multi-stakeholder organisations		
Government/Cooperatives /Other actors	2. Education & Capacity			3. Culture		4. Funding & Finance			
	2.1. Compulsory education by law	2.2. Voluntary training	2.3. No education	3.1. Promoted by laws and policies	3.2. Promoted by cooperatives	4.1. Access to credit	4.2. Funding		
Governments	1. Policy & Regulatory								
	1.1. Legislation		1.2. Policies					1.3. Institutions	
	Cooperatives as part of SSE laws	Specific laws on cooperatives	Coop policies	SSE policies	Sectoral policies	Economic policies	Social policies	Coop development agency	No specialised agency

Results: Cooperatives in national legislations

Legislation	
<p>Countries in which cooperatives are also part of SSE/social economy and entrepreneurship laws</p>	<p>Ecuador: Organic Law on Popular and Solidarity Economy; Law on Entrepreneurship and Innovation (2020); Mexico: Law on the Social and Solidarity Economy; Portugal: Framework Law on Social Economy No. 30/2013 of 8 May; Uruguay: Law on the Social and Solidarity Economy (2019) *Colombia: Law on Entrepreneurship;</p>
<p>Countries with legislation on cooperatives</p>	<p>Honduras : Honduran Cooperatives Law; Mongolia: Law On Cooperatives; Mexico: Law To Regulate The Activities Of Savings And Loan Cooperative Societies (LRASCAP); Peru: General Law Of Cooperatives; Philippines: Republic Act (RA) No. 10744, Known As “The Credit Surety Fund (CSF) Cooperative Act Of 2015”; Poland: Act Of 27 April 2006 On Social Cooperatives; Portugal: Decree-Law “Cooperativa Na Hora” No. 54/2017 Of 2 June; Timor-Leste: Decree On Cooperatives Number 16/2004; Zimbabwe: Cooperative Societies Act Chapter 24:05; *Uruguay: General Law On Cooperatives; *Chile: General Law on Cooperatives;</p>

Results: Cooperatives in national policies

Policy areas	Countries & Policies
Cooperatives development policies	<p>Mongolia: Third National Program for Development of Cooperatives for 2019-2024;</p> <p>Peru: Ministerial Resolution N° 431-2016-PRODUCE to establish Multisectoral Technical Group for Cooperative Development (GTMDCC);</p> <p>Philippines: Cooperative Development Plan (PCDP) 2018-2022; Philippine Cooperative Development Plan (PCDP) 2018-2022;</p> <p>Zimbabwe: Cooperative Policy (2005);</p>
Social and Solidarity Economy (SSE)	<p>Ecuador: Organic Law on the People's Solidarity Economy; National Plan for Living Well 2013–2017: people's solidarity economy (ECLAC);</p> <p>Honduras: Articles 92 and 93 of the Regulations of the Honduran; Cooperatives Law on Social Balance for solidarity economy;</p> <p>Mexico: Law on the Social and Solidarity Economy (2012); Promotion of the Social Economy Programme (PFES) 2021-2024;</p> <p>Poland: National Program for the Development of the Social Economy until 2023. Economy of Solidarity;</p> <p>Portugal: Social Economy Support Program (SOCIAL INVESTE); Decree-Law No. 120/2015, of 30 June establishes a framework for the social and solidarity sector; Y.ES project by CASES with the objective of promoting the Social Economy sector;</p> <p>*Argentina: Programmes for the formation of social cooperatives;</p> <p>*Uruguay: Law on the Social and Solidarity Economy in 2019;</p> <p>*Colombia: National Development Plan 2018–2022 (became law in 2019) fostered solidarity sector enterprises;</p>
Promoting cooperative financial institutions	<p>Honduras: CONSUCOOP issued a series of regulations for the Savings and Credit sector;</p> <p>Mexico: Law to Regulate the Activities of Savings and Loan Cooperative Societies (LRASCAP);</p> <p>Peru: Creation of a Fund of Cooperative Deposit Insurance is planned by the GTMDCC as a solution to problems of savings and credit cooperatives;</p> <p>Zimbabwe: Sector-Specific Legislation for Savings and Credit Cooperatives (being developed by Ministry of Women Affairs, Community, Small and Medium Enterprises Development);</p>
Agricultural/fishery policies	<p>Peru: Strategic plans to strengthen capacities of 17 cooperatives and agro-industrial centers in the regions of San Martín, Huánuco, Junín, Pasco, Cusco and Amazonas; MY.COOP - PERÚ Program 2012 – 2018 for the competitiveness of agricultural cooperatives;</p> <p>Zimbabwe: The government initiated the command fishing programme as a viable tool to alleviate poverty among the rural populace;</p> <p>*Uruguay: Fishing programme initiated by the government as a viable tool to alleviate poverty among the rural populace;</p> <p>*Argentina: Programme of Critical and Direct Assistance for Family, Campesino and Indigenous Farming;</p>
Employment and inclusion policies	<p>Mongolia: Herder's Employment Promotion, Job Support, Employment Promotion of Persons with Disabilities, Senior Citizens' Counseling Service and Child Protector programs under Employment Promotion Fund; Youth Employment and Start-up Promotion;</p> <p>Peru: Emergency Decree N° 075-2020 allowed cooperatives to access the different government programs such as the REACTIVA PERU, FAE AGRO funds, among others;</p> <p>Portugal: Ordinance No. 52/2020, of 28 February: a support system for employment and entrepreneurship for social economy entities; Ordinance No. 174/2020, of 17 July creates the measure Emprego Interior MAIS — to support geographic mobility in the labour market;</p> <p>Philippines: CDA and the NCIP issued, pursuant RA Act No. 6939, 9520, and 8371, CDANCIP Joint Memorandum Circular No. 01, series of 20181 on cooperatives by and among indigenous cultural communities; Section 2 of Executive Order (EO) No. 472 mandates CDA to promote cooperative development among persons with disabilities;</p> <p>*Argentina: Programme for the Promotion of Local Work, Ownership and Supply (PROTAAL) to promote cooperatives and associations; Programme of Critical and Direct Assistance for Family, Campesino and Indigenous Farming;</p> <p>*Chile: Inclusive Local Development Strategies Programme (EDLI);</p>
Entrepreneurship enabling policies	<p>Ecuador: Law on Entrepreneurship and Innovation; Policies of support to Micro, Small, Medium Enterprises (MSMEs) and Artisanal Productive Units;</p> <p>Mongolia: Resolution No. 278 of 2018 "Mongolian Export" Program;</p> <p>Portugal: Resolution of the Council of Ministers No. 73-A/2014, of 16 December, creates the Portugal Inovação Social (Portugal Social Innovation) to support entrepreneurship (including cooperatives); Ordinance No. 354/2015, of 13 October - creates the COOPJOVEM Program to support cooperative entrepreneurship;</p> <p>*Colombia: Law on Entrepreneurship that includes cooperatives (2020);</p> <p>*Argentina: Public policy of the Secretariat for Small and Medium-Sized Enterprises and Entrepreneurs;</p>

Results: Cooperative Education

<p>Compulsory cooperative education</p>	<p>Honduras: Article 8-B of the Honduran Cooperatives Law, Legislative Decree No. 174-2013 makes mandatory curricular programs on cooperatives at the primary, secondary and higher levels;</p> <p>Peru: Capacity Building 'MY.COOP - PERÚ Program' (2012-2018);</p> <p>Philippines: Modules on cooperatives are included in the Department of Education's Alternative Learning System; Cooperatives are integrated into the education programming including school curricula, including Pre-Registration Seminar for prospective members of a cooperatives;</p> <p>Timor-Leste: The State Secretary for cooperative affairs is mandated for education, training and information;</p> <p>*Uruguay: Programme of Support for Cooperatives Working in Formal Education (PAECEP);</p> <p>*Argentina: National Education Law (after 2006 reform): Federal Education Council must promote the integration of cooperative and mutual organization principles and values into education and teacher training processes and must also promote school cooperatives and mutual organizations;</p> <p>*Costa Rica: Basic Law on Education makes teaching about cooperatives compulsory at all educational levels;</p>
<p>Other cooperative education initiatives</p>	<p>Mexico: Social Economy Workshops organised by Mexican Youth Institute (IMJUVE), the Tecnológico de Chalco and the National Pedagogical University (UPN). Training Program on Social and Solidarity Economy by the National Institute of the Social Economy (INAES);</p> <p>Mongolia: webinars for agricultural producers, SMEs and cooperatives, online training modules for SMEs Mongolian Youth Center and Center of Civic Education with the support of government and international organizations;</p> <p>Peru: MY.COOP - PERÚ Program;</p> <p>Poland: National Program for the Development of the Social Economy until 2023 contains educational initiatives on cooperatives;</p> <p>Portugal: Academia ES (2014-2016); Academia Y.ES (2020-2021);</p> <p>ILO: Think.COOP; My.COOP; Start.COOP;</p>

Actors of entrepreneurial ecosystems: what they can do to support cooperative ecosystems?

Governments	<ul style="list-style-type: none">• Legislation• Policies	<ul style="list-style-type: none">• Institutions of support
Cooperatives & Apex organisations	<ul style="list-style-type: none">• Networking and partnerships• Education, information and skills	<ul style="list-style-type: none">• Advice and intermediary services• Culture and communication
Financial sector	<ul style="list-style-type: none">• Access to finance	<ul style="list-style-type: none">• Inter-regional/cross-sectoral platforms for exchange and dialogue
UN agencies/ International/Regional organisations	<ul style="list-style-type: none">• Policy support• Capacity building and awareness	
Private sector	<ul style="list-style-type: none">• Business partnerships• Intermediary services	
Other actors?	<ul style="list-style-type: none">• Other opportunities?	

Policy recommendations for the UN agencies

Supporting research on cooperative ecosystems for better understanding of how cooperatives serve their communities and how their experiences can be scaled up require further investigation of cooperatives' ecosystems around the world.

Support to cooperatives as part of SSE policies and laws: how cooperatives promote SSE, and how SSE policies impact cooperative member communities?

Capacity building of cooperative members, employees, government agencies coordinating cooperatives and other stakeholders.

Deepening and widening knowledge on cooperatives

Generating information and data on cooperatives to address the lack of statistical information

Bridging and connecting different actors of cooperative development

Thank you!