



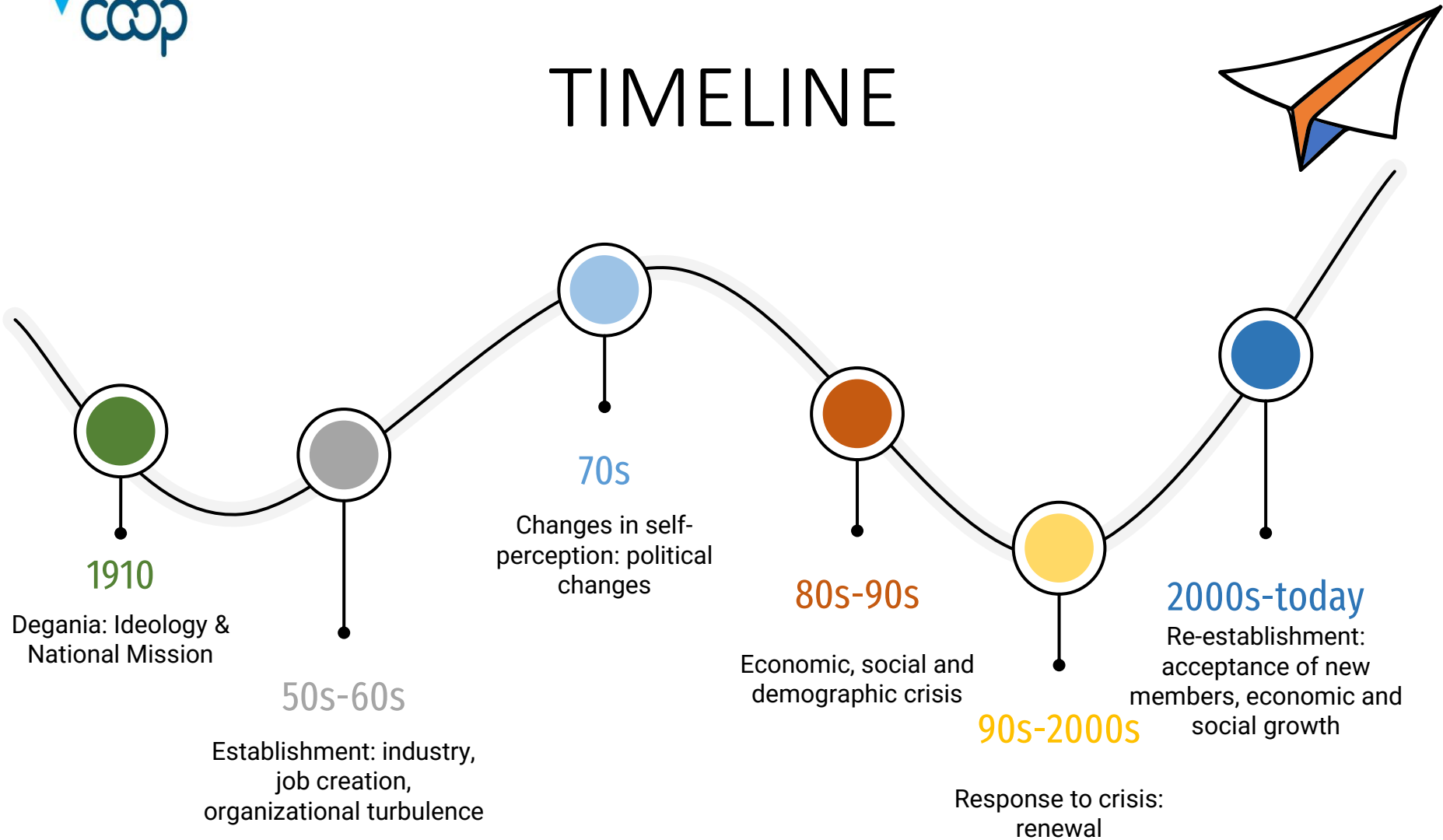
THE KIBBUTZ

CONFIGURATIONS OF THE ENTREPRENEURIAL ECOSYSTEM IN THE
ISRAELI KIBBUTZ MOVEMENT: SOCIAL AND ECONOMICAL VALUE
CREATION

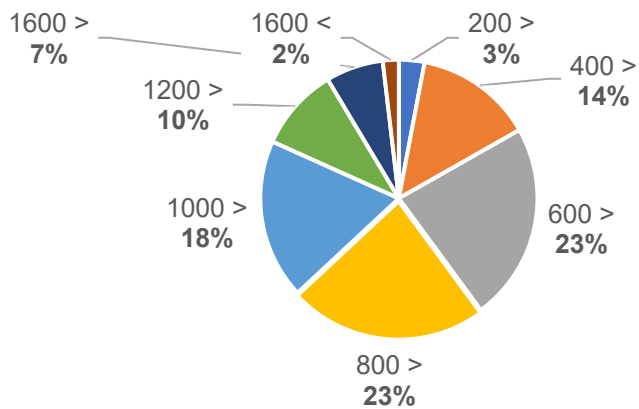
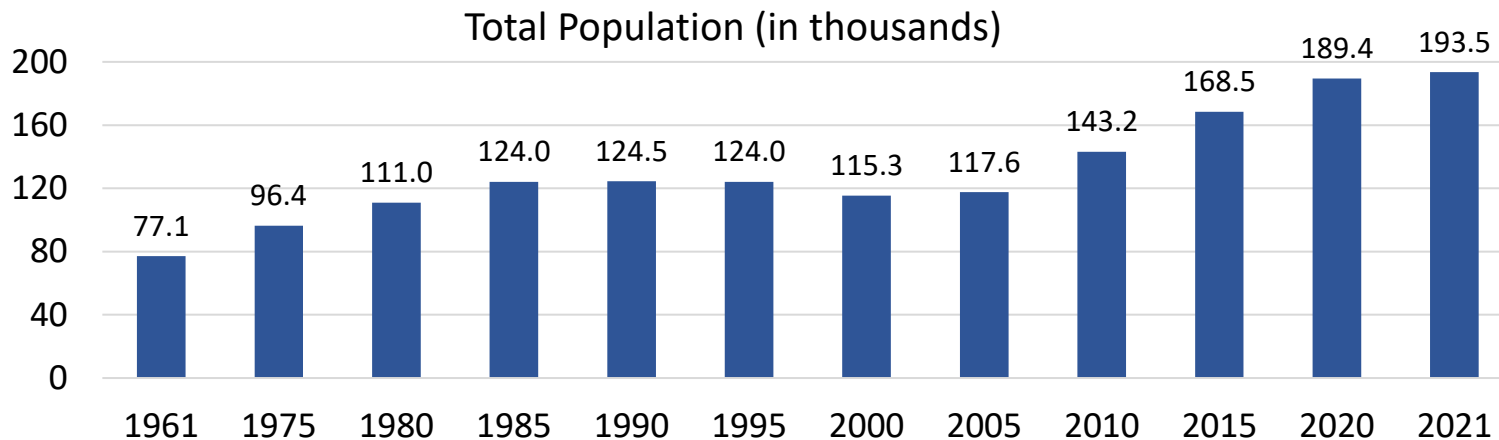
UN-DESA EXPERT GROUP MEETING

THE ROLE OF COOPERATIVES IN ECONOMIC AND
SOCIAL DEVELOPMENT

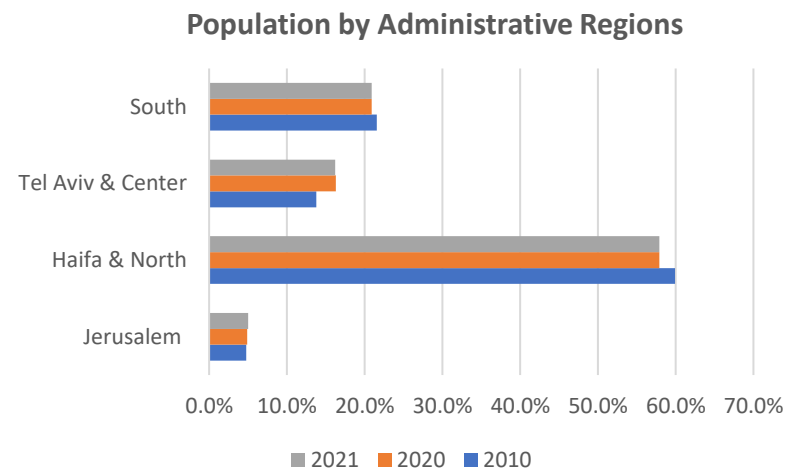
TIMELINE



POPULATION



Kibbutzim by population size - 2021



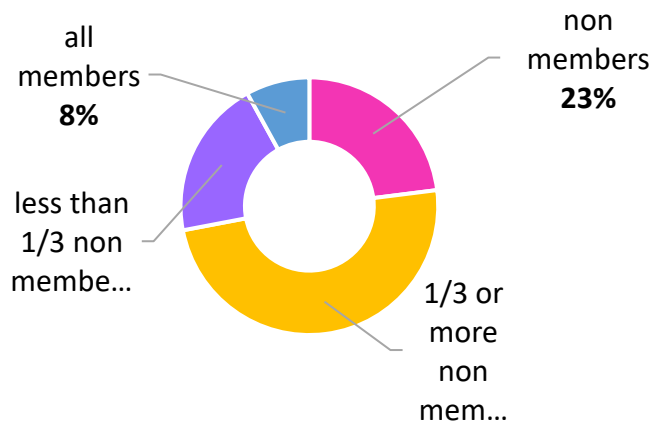
DEMOGRAPHIC GROWTH

SOCIAL CAPITAL AND COMMUNITY

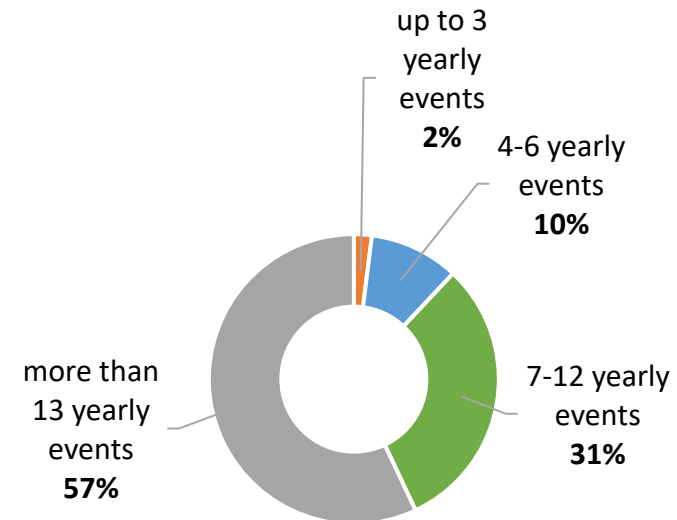
- Around 8500 new members were accepted to kibbutzim between 2020 and 2022
- 85% of kibbutzim experience a rise in acceptance applications in the last 2 years.

HUMAN CAPITAL

Main Management Positions (CEO, COO, CFO, HR etc.)



Cultural & Social events including holiday celebrations



AGRICULTURE

AIM: ENVIRONMENT & FOOD SECURITY, PROMOTED
AND OPERATED BY THE REGIONAL ENTERPRISES

- 200,000 cultivated hectares
- 58% of dairy production
- 91% of field crops
- 54% of fruit crops

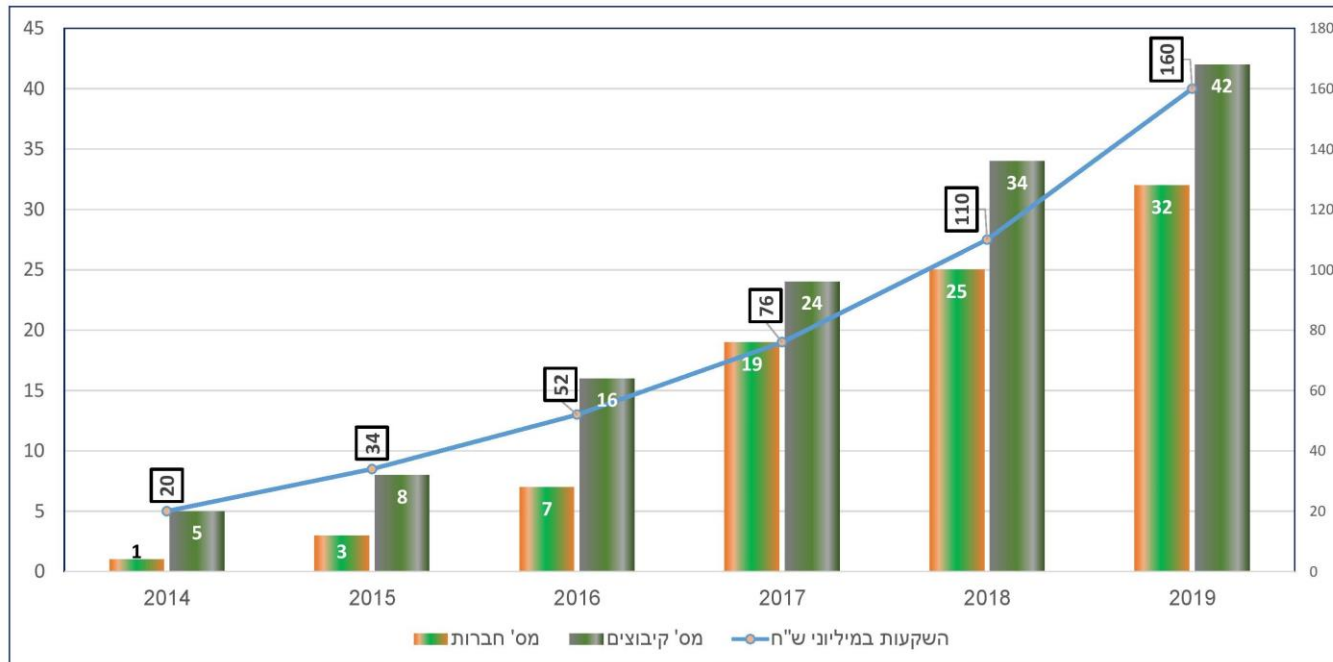
INDUSTRY

AIM: ISRAEL'S GEOGRAPHIC PERIPHERY GROWTH
ENGINE

- 245 kibbutz owned industrial factories
- 8% of total industrial employees
- Innovation & entrepreneurship

TECHNOLOGICAL INNOVATION

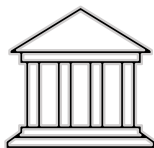
Since 2014, the Kibbutz Movement 's "HaMashtela" Innovation accelerator mediated 52 kibbutz investments in 48 startup ventures



The KIBBUTZ MOVEMENT



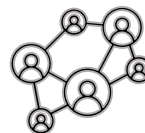
GOAL:
KIBBUTZ
RESILIENCY & SUSTAINABILITY



Representation
& advocacy



Guidance &
Consulting

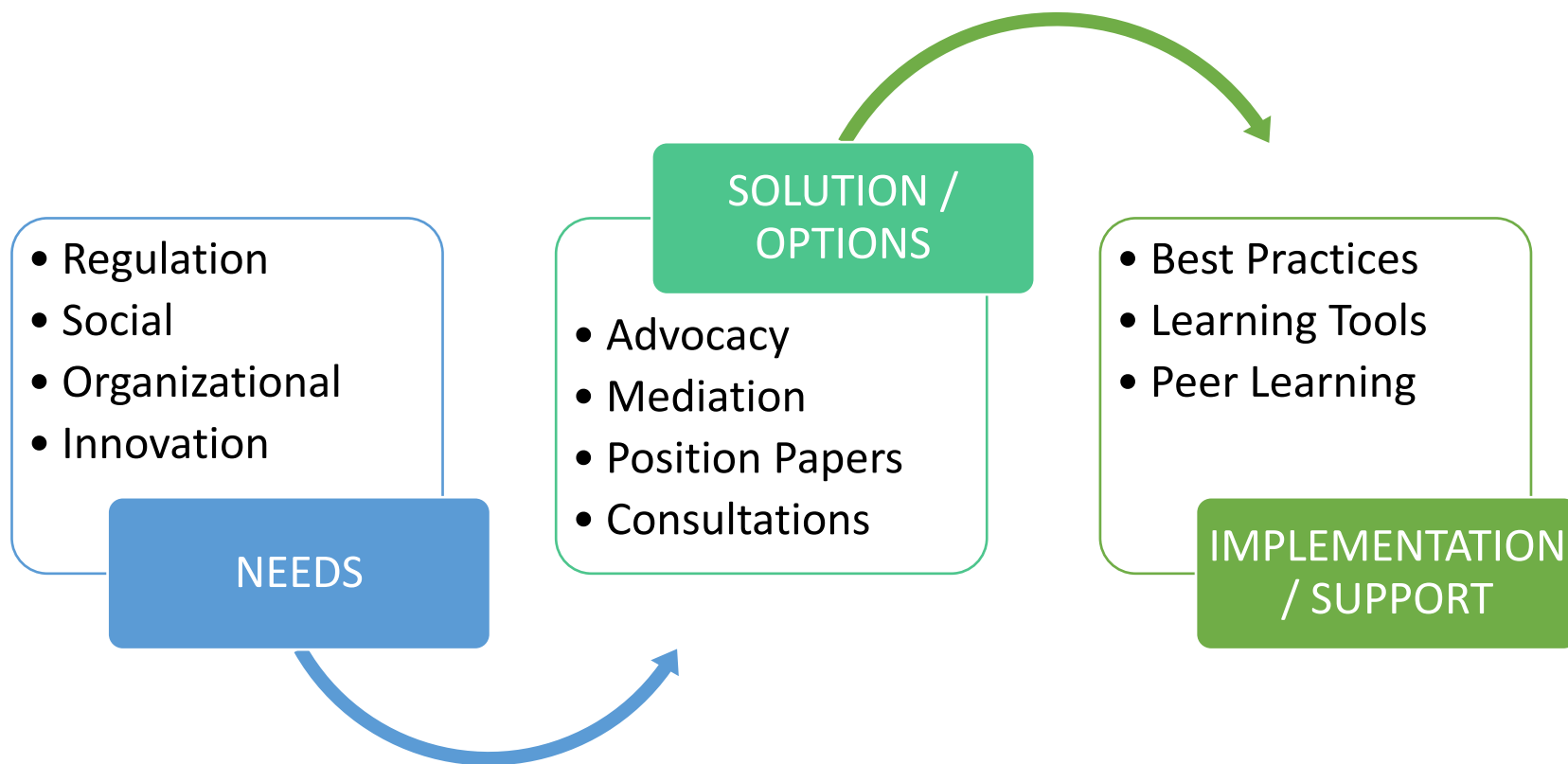


Networks &
Partnerships



Involvement
& impact on
Israeli
society

KIBBUTZ ↔ MOVEMENT

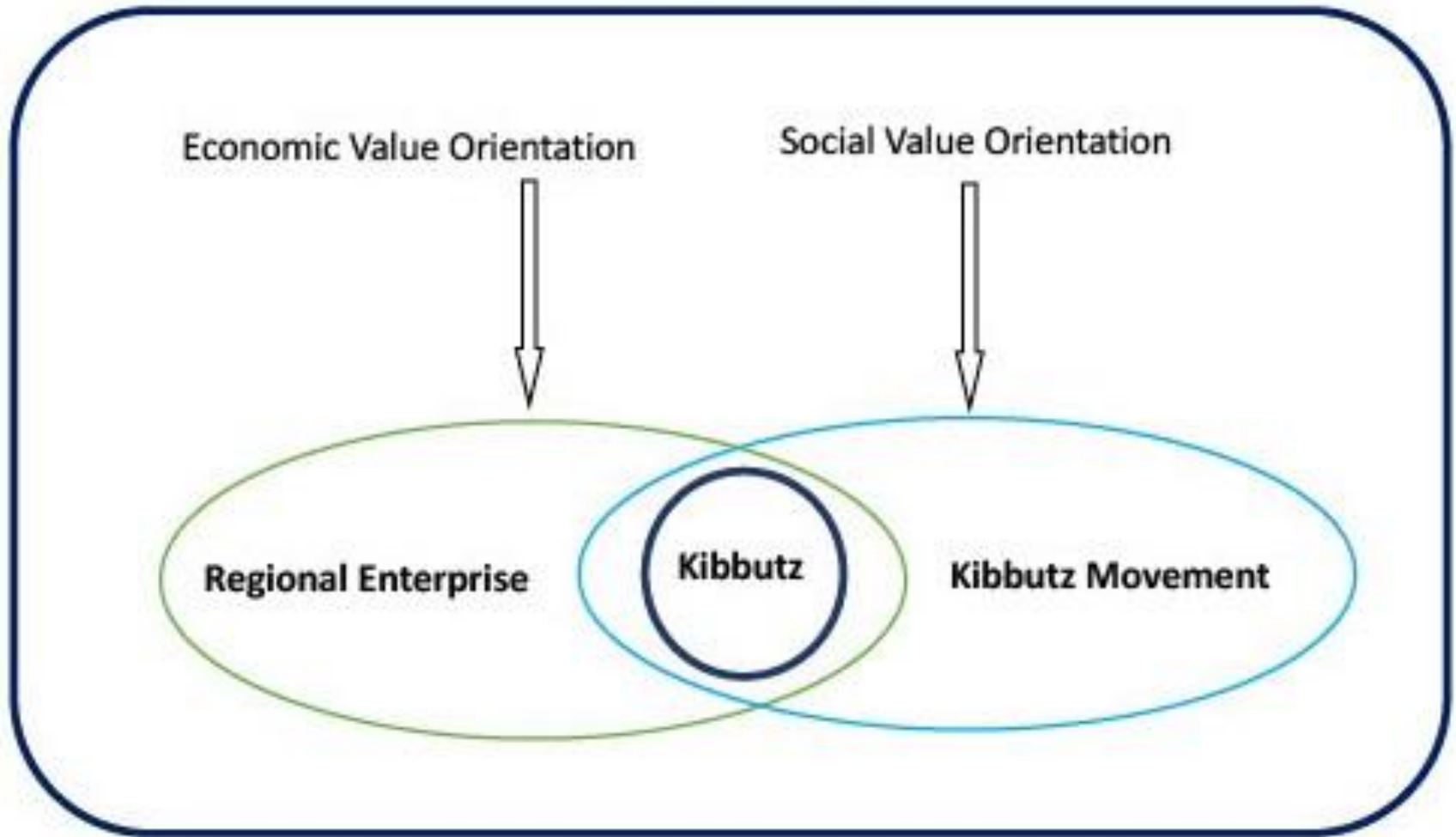


INVOLVEMENT & IMPACT ON ISRAELI SOCIETY

Implementing the 7th cooperatives principle and part of its perceived role in society, the Kibbutz Movement works to strengthen and empower Israeli society through various outreach programs and cultural projects, both within and outside kibbutzim



Kibbutz Ecosystem



CHALLENGES

REGULATORY

Cooperative
Regulation

Planning &
Zoning

Building
permits

Land
allocation

ECONOMIC & FINANCIAL

Investments

Prices & costs

SOCIAL

Kibbutz
identity

Socialization

Norms &
perceptions

Identity vs
rights
discourse

STRUCTURAL

Leadership

Integrative
complex
processes

Assimilation
pressures

POLICY RECOMMENDATIONS

- **CULTURE:** enhancement of cooperative identity as a platform for cooperative continuity (internal) and partnerships (external)
- **LEGISLATION:** consideration of cooperatives according to their values, including nonspecific laws affecting cooperatives.
- **ACCESS TO FINANCE:** cooperative development funds
- **EDUCATION:** harmonization of cooperative metrics
- **NETWORKS AND PARTNERSHIPS:** multilevel multisectorial



THANK YOU

Merav Niv

merav@tkz.co.il