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

1910
Degania: Ideology & National Mission

50s-60s
Establishment: industry, job creation, organizational turbulence

70s
Changes in self-perception: political changes

80s-90s
Economic, social and demographic crisis

90s-2000s
Response to crisis: renewal

2000s-today
Re-establishment: acceptance of new members, economic and social growth
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.)

- All members: 8%
- Less than 1/3 non members: ...
- 1/3 or more non members: ...
- Non members: 23%

Cultural & Social events
including holiday celebrations

- Up to 3 yearly events: 2%
- 4-6 yearly events: 10%
- More than 13 yearly events: 57%
- 7-12 yearly events: 31%
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
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

NEEDS
- Regulation
- Social
- Organizational
- Innovation

SOLUTION / OPTIONS
- Advocacy
- Mediation
- Position Papers
- Consultations

IMPLEMENTATION / SUPPORT
- Best Practices
- Learning Tools
- Peer Learning
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.
# CHALLENGES

<table>
<thead>
<tr>
<th>REGULATORY</th>
<th>ECONOMIC &amp; FINANCIAL</th>
<th>SOCIAL</th>
<th>STRUCTURAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cooperative Regulation</td>
<td>Investments</td>
<td>Kibbutz identity</td>
<td>Leadership</td>
</tr>
<tr>
<td>Planning &amp; Zoning</td>
<td>Prices &amp; costs</td>
<td>Socialization</td>
<td>Integrative complex processes</td>
</tr>
<tr>
<td>Building permits</td>
<td></td>
<td>Norms &amp; perceptions</td>
<td>Assimilation pressures</td>
</tr>
<tr>
<td>Land allocation</td>
<td></td>
<td>Identity vs rights discourse</td>
<td></td>
</tr>
</tbody>
</table>

**Cooperative Regulation**
- Investments
- Prices & costs

**Kibbutz identity**
- Socialization
- Norms & perceptions
- Identity vs rights discourse

**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

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