

**THE  
INTERNATIONAL  
CO-OPERATIVE  
ALLIANCE  
STATEMENT  
ON THE  
CO-OPERATIVE  
IDENTITY**

The Co-operative Principles



**NAZIOARTEKO  
KOOPERATIBA  
ALIANZAK  
KOOPERATIBEN  
NORTASUNARI  
BURUZ EGINDAKO  
ALDARRIKAPENA**

Kooperatiben Printzipioak

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**NAZIOARTEKO KOOPERATIBA  
ALIANZAK KOOPERATIBEN  
NORTASUNARI BURUZ  
EGINDAKO ALDARRIKAPENA**

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**THE INTERNATIONAL  
CO-OPERATIVE ALLIANCE  
STATEMENT ON THE  
CO-OPERATIVE IDENTITY**

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*NAK-Nazioarteko Aliantza Kooperatiboa munduan dagoen GKE-gobernuz kanpoko erakunde garrantzitsuena da, 700 milioi kooperatibista biltzen ditu eta.*

*Mundu osoko kooperatiba eta kooperatibistak biltzen, ordezkaten eta zerbitzaten dituen NAKen helburuen artean “balore eta printzipio kooperatiboak sustatu eta zaintzea” dago.*

*1988az geroztik euskal kooperatibismoa Kooperatiben Goren Kontseilua -ren bidez egon da NAKen ordezkatuta. Kontseiluaren bidez partaidetza aktiboa izan dugu kongresu eta batzarretan, baita printzipio kooperatiboak berrikusi eta berriro definitzeko prozesuaren ere.*

*Erresuma Batuko Manchesterren 1995eko irailean egindako kongresuan, “Identitate Kooperatiboari buruzko Aldarrikapena” onartu zen. Ordura arte “Printzipio Kooperatiboak” egon ziren indarrean, Rochdale-ko aintzindariak ezarriak, eta 1966an Austriako Vienan egindako XXIII. Kongresuan berriro formulatuak.*

*Manchesterren onartutako agiriak garrantzi handikoak dira, bestek beste, NAKen historian lehen aldiz zehaztu delako zer den kooperatiba, eta horregatik bidezkoa da agiri horiek ongi zabaltzea kooperatibista, kooperatiba eta elkartutako erakundeen artean.*

*Bestalde, Batzar Nagusiak onarturiko Ebazpenak dioenez, kooperatibek Identitateari buruzko Aldarrikapena beren araudietan sartzeari pentsatu behar dute, eguneroko lanean gauzatzen saiatu eta kooperatibei buruzko legeria Aldarrikapen horretan oinarritzea bultzatu gobernua.*

*Euskadiko Kooperatiben Goren Kontseiluak NAKen Mendeurreneko Kongresuan hartutako akordioak zabaltzeko konpromisoa du, eta Euskal Herriko kooperatibista eta Kooperatiben esku ingelesez eta gaztelaniaz jarri ondoren, konpromisoa erabat betetzeko orain ingelesez eta euskaraz argitaratu du agiria euskal kooperatibismoaren zerbitzura.*

**Felipe Yarritu Diez**

- E.K.G.K.ren Lehendakaria -

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**RESOLUTION FROM THE ICA  
BOARD TO THE ICA  
GENERAL ASSEMBLY**

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**NKA-KO KONTSEILUAK  
NKA-KO BATZAR NAGUSIRAKO  
HARTUTAKO ERABAKIA**

## **RESOLUTION FROM THE ICA BOARD TO THE ICA GENERAL ASSEMBLY ON “THE ICA STATEMENT ON THE CO-OPERATIVE IDENTITY” AND “THE DECLARATION ON CO-OPERATIVES TOWARDS THE 21ST CENTURY”**

- 1• Since 1988 the International Co-operative Alliance has undertaken a world-wide review of the values and principles upon which co-operatives base their activities, with the objectives in the global economy.
- 2• Our vision of the future is that national economies will need more elements of self-reliance, democracy, and participation in order to enable people to have more control over their economic and social lives. Co-operatives will therefore become even more important, to more people, in the future.
- 3• From their beginnings more than 100 years ago, co-operatives have been based on values and principles which differentiate them from other kinds of enterprises. They must continue to maintain their distinctive identity in the future.
- 4• Therefore, the ICA General Assembly, meeting on the occasion of the ICA’s Centennial congress in Manchester, in September 1995, approves the “ICA Statement on the Co-operative Identity”.
- 5• The General Assembly further decides that the Statement should replace the “Co-operative Principles”, as adopted by the ICA Congress in 1966. It believes that the Identity Statement provides a broad framework, applicable to co-operatives in all countries and sectors. If further understanding is required, reference should be made to the accompanying Background Paper.
- 6• The General Assembly addresses the following message to ICA member organisations and to concerned national and international governmental bodies:
  - a) Co-operatives should consider including this Identity Statement in their rules or by-laws, should implement it in their daily work, and should encourage their governments to base co-operative legislation upon it, where applicable; and

## **NKA-KO KONTSEILUAK NKA-KO BATZAR NAGUSIRAKO HARTUTAKO ERABAKIA. GAIA: “NKA-K KOOPERATIBEN NORTASUNARI BURUZ EGINDAKO ALDARRIKAPENA” ETA “KOOPERATIBEI BURUZKO ADIERAZPENA, XXI. MENDERA BEGIRA”**

- 1• 1988. urtetik, Nazioarteko Kooperatiba Aliantza bere jardueren oinarrian diren balore eta printzipioen azterketa egiten hasi da munduan zehar. Helburua kooperatibek munduko ekonomian duten nortasuna eta garrantzia sendotzea da.
- 2• Gure ustez, etorkizunean, pertsonak euren ekonomia eta gizarte-bizitza gehiago menperatzea lortu nahi badugu, ekonomia nazionalak independentzia, demokrazia eta parte hartzeko elementu gehiago beharko dituzte. Beraz, etorkizunean, kooperatibek are eta garrantzi handiagoa izango dute are eta jende gehiagorentzat.
- 3• Sortu zirenetik, duela 100 urte baino gehiago, kooperatibek izan dituzten balore eta printzipioak eta beste enpresa-motek izan dituztenak ez dira berdinak izan. Etorkizunean ere izaera desberdin hori zaindu egin behar dute.
- 4• Ondorioz, NKAREN Batzar Nagusiak, Mendurreneko Biltzarra zela-eta 1995eko irailean “NKAK kooperatiben nortasunari buruz egindako aldarrikapena” onartu zuen.
- 5• Horrez gain, Batzar Nagusiak, aldarrikapenak “Kooperatiba Printzipioak” ordezkatu behar zituela erabaki zuen; printzipio horiek NKAREN Biltzarrean onartu ziren 1966an. Batzarraren ustez, nortasunari buruzko aldarrikapenak eremu zabala eskaintzen du, eta herrialde eta sektore guztietako kooperatibetan ezar daiteke. Aldarrikapenaren zehaztasun gehiago nahi izatekotan, aldarrikapenarekin batera agertzen den txostena irakurri beharko da.
- 6• Batzar Nagusiak NKAREN barruko erakundeei eta nazio-mailako eta nazioarteko gobernu-organoei honako mezu hau bidali nahi die:
  - a) Kooperatibek kontuan hartu behar dute nortasunari buruzko aldarrikapen hau euren araudietan ezartzeko aukera, eguneroko lanean praktikan jarri behar dute, eta euren herrialdeetako gobernuari kooperatiben legedia aldarrikapenean oinarritzeko eskatu behar diete; eta

b) Governments should understand and accept the existence of a co-operative sector in the economy, within a legal framework which allows co-operatives to operate as independent, member-controlled organisations, and on equal terms with other forms of enterprise.

7• The General Assembly also draws the attention of ICA member organisations to the “Declaration on Co-operatives Towards the Twenty-First Century”, and requests them to examine how they can apply its message in order to improve the effectiveness and impact of co-operatives in the future.

b) Gobernuek ekonomian kooperatiben sektorea ere badagoela ulertu eta onartu behar dute, hau da, esparru juridikoak kooperatibei bazkideek kontrolatutako erakunde independente modura funtzionatzeko aukera eman behar die, eta gainontzeko enpresen baldintza berberekin gainera.

7• Batzar Nagusiak, aldi berean, NKAko erakundeei “Kooperatibei buruzko adierazpena XXI. mendera begira” aztertzeke eskatu nahi die, baita mezu hori ezartzeko modurik egokienak aztertzeke ere, horrela, etorkizunean, kooperatiben eraginkortasuna eta garrantzia handiagoa izateko.

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**THE INTERNATIONAL  
CO-OPERATIVE ALLIANCE  
STATEMENT ON THE  
CO-OPERATIVE IDENTITY**

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**NKA-K KOOPERATIBEN  
NORTASUNARI BURUZ  
EGINDAKO ALDARRIKAPENA**



## THE INTERNATIONAL CO-OPERATIVE ALLIANCE STATEMENT ON THE CO-OPERATIVE IDENTITY

### DEFINITION

A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

### VALUES

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

### PRINCIPLES

The co-operative principles are guidelines by which co-operatives put their values into practice.

#### 1ST PRINCIPLE: VOLUNTARY AND OPEN MEMBERSHIP

Co-operatives are voluntary organisations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

#### 2ND PRINCIPLE: DEMOCRATIC MEMBER CONTROL

Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote), and co-operatives at other levels are also organised in a democratic manner.

## NAZIOARTEKO KOOPERATIBA ALIANTZAK KOOPERATIBEN NORTASUNARI BURUZ EGINDAKO ALDARRIKAPENA

### DEFINIZIOA

Kooperatiba elkarte autonomoa da. Osatzen duten pertsonak bat egitea erabaki dute -nork bere borondatez-, ekonomiaren aldetik, gizartearen aldetik eta kulturaren aldetik dituzten behar eta helburuak asetzeko, enpresa baten bitartez. Jabetza enpresa sortu duten pertsona guztiena da eta kudeaketa demokratikoki egiten da.

### BALOREAK

Kooperatibak honako balore hauetan daude oinarrituta: autolaguntza, autoerantzukizuna, demokrazia, berdintasuna, zuzentasuna eta elkartasuna. Kooperatiben sortzaileen tradizioari jarraituz, kooperatibako bazkideek beren gain hartzen dituzte etikako balore hauek: zintotasuna, gardentasuna, erantzukizuna eta gizarte-bokazioa.

### PRINTZIPIOAK

Kooperatiba-printzipioak halako jarraibide batzuk dira, kooperatibek euren baloreak praktikan jartzeko erabiltzen dituztenak.

#### LEHENENGO PRINTZIPIOA: KIDE EGITEA: BORONDATEZKO AUKERA IREKIA

Kooperatibak pertsonak euren borondatez sortutako erakundeak dira, bertako zerbitzuak erabiltzeko gai den eta bazkide izatearen erantzukizuna onartzeko gertu dagoen pertsona ororentzat irekita daudenak, sexuarengatik, gizarte-mailarengatik, arrazarengatik, politikarengatik edo erlijioarengatik inolako bereizketarik egin gabe.

#### BIGARREN PRINTZIPIOA: BAZKIDEEK KUDEAKETA DEMOKRATIKOA EGIN BEHAR DUTE.

Kooperatibak bazkideek modu demokratikoan kudeatzen dituzten erakundeak dira. Bazkideek partehartze aktiboa dute erakundearen politika finkatzeko eta erabakiak hartzeko orduan. Kooperatibak ordezkatzeko eta kudeatzeko aukeratu diren pertsonak bazkideen aurrean erantzun behar dute. Lehen mailako kooperatibetan, bazkideek boto-eskubide berbera dute (bazkide bat, boto bat), eta beste mailako kooperatibak ere demokratikoki daude antolatuta.

### 3RD PRINCIPLE: MEMBER ECONOMIC PARTICIPATION

Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.

### 4TH PRINCIPLE: AUTONOMY AND INDEPENDENCE

Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

### 5TH PRINCIPLE: EDUCATION, TRAINING AND INFORMATION

Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.

### 6TH PRINCIPLE: CO-OPERATION AMONG CO-OPERATIVES

Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional, and international structures.

### 7TH PRINCIPLE: CONCERN FOR COMMUNITY

Co-operatives work for the sustainable development of their communities through policies approved by their members.

### HIRUGARREN PRINTZIPIOA: BAZKIDEEN PARTAIDETZA EKONOMIKOA

Bazkideek kooperatiben kapitala osatzen laguntzen dute ekitate-legez, eta kapital hori kudeatu ere egiten dute demokratikoki. Kapital horren zati bat, gutxienez, normalean kooperatibaren jabetza komunekoa izaten da. Normalean, bazkideek, bazkide izateko eman zuten kapitalarengatik, konpentsazio mugatu bat jasotzen dute (halakorik baldin badago). Bazkideek soberakinak honako helburu hauetako bat edo denak lortzeko erabiltzen dituzte: kooperatibaren garapena, ziur aski erreserbak ezarriz (horietako batzuk, gutxienez, banaezinak izango dira); bazkideen irabaziak, kooperatibarekin egindako eragiketen arabera izango direnak; eta bazkideek onartutako beste jarduera batzuk bultzatzea.

### LAUGARREN PRINTZIPIOA: AUTONOMIA ETA INDEPENDENTZIA

Kooperatibak autolaguntzarako erakunde autonomoak dira, bertako bazkideek kudeatzen dituztenak. Beste erakunde batzuekin, gobernua barne, akordioak sinatzen badituzte, edo kanpotik kapitala lortzen badute, bazkideek demokratikoki kontrolatzeko moduan eta kooperatibaren autonomia gordetzeko moduan egiten da.

### BOSGARREN PRINTZIPIOA: HEZKUNTZA, PRESTAKUNTZA ETA INFORMAZIOA

Kooperatiben bidez bazkideek, aukeratutako ordezkariak, zuzendariak eta langileak hezkuntza eta prestakuntza jasotzen dute, euren kooperatibaren garapenean eraginkortasunez laguntzeko. Kooperatibek jendeari elkarlana zer den eta zein abantailak dakartzan azaltzen diote jendeari, batez ere gazteei eta iritzi publikoan eragin handia duten pertsoneri.

### SEIGARREN PRINTZIPIOA: KOOPERATIBEN ARTEKO LANKIDETZA

Kooperatibek bazkideentzat ahalik eta modu eraginkorrean lan egiten dute eta kooperatiben mugimendua indartzen dute elkarrekin lan eginaz. Horretarako, toki-egiturak, nazioeskualde-egiturak eta nazioarteko egiturak erabiltzen dituzte.

### ZAZPIGARREN PRINTZIPIOA: ERKIDEGOAREKIKO INTERESA

Kooperatibek erkidegoen garapen egonkorra lortzeko lan egiten dute, kooperatibetako bazkideek onartutako politikak jarraituz.

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**BACKGROUND PAPER  
ON THE ICA STATEMENT  
ON THE CO-OPERATIVE  
IDENTITY**

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**NKA-K KOOPERATIBEN  
NORTASUNARI BURUZ  
EGINDAKO ALDARRIKAPENARI  
BURUZKO TXOSTENA**

## BACKGROUND PAPER ON THE ICA STATEMENT ON THE CO-OPERATIVE IDENTITY

### PREAMBLE:

- 1• The International Co-operative Alliance, at its Manchester Congress in September, 1995, adopted a Statement on Co-operative Identity. The Statement included a definition of co-operatives, a listing of the movement's key values, and a revised set of principles intended to guide co-operative organisations at the beginning of the twenty-first century.
- 2• This paper explains the context within which the statement evolved, and it elaborates upon some of the key issues raised, particularly in the reconsideration of principles.
- 3• Since its creation in 1895, the International Co-operative Alliance has been the final authority for defining co-operatives and for elaborating the principles upon which co-operatives should be based. Previously, the Alliance had made two formal declarations on co-operative principles, the first in 1937, the second in 1966. These two earlier versions, like the 1995 reformulation, were attempts to explain how co-operative principles should be interpreted in the contemporary world.
- 4• These periodic revisions of principles are a source of strength for the co-operative movement. They demonstrate how co-operative thought can be applied in a changing world; they suggest how co-operatives can organise themselves to meet new challenges; they involve co-operators around the world in the re-examination of the basic purposes for their movement.
- 5• Throughout its history, the co-operative movement has constantly changed; it will continuously do so in the future. Beneath the changes, however, lies a fundamental respect for all human beings and a belief in their capacity to improve themselves economically and socially through mutual self-help. Further, the co-operative movement believes that democratic procedures applied to economic activities are feasible, desirable, and efficient. It believes that democratically-controlled economic organisations

## NAZIOARTEKO KOOPERATIBA ALIANTZAK KOOPERATIBEN NORTASUNARI BURUZ EGINDAKO ALDARRIKAPENA: TXOSTENA

### SARRERA:

- 1• Nazioarteko Kooperatiba Aliantzak, 1995eko irailean Manchesterren egindako Biltzarrean, kooperatiben nortasunari buruzko aldarrikapen bat onartu zuen. Aldarrikapenean, honako puntu hauek landu ziren: kooperatiben definizioa, mugimenduaren oinarritzko baloreen zerrenda, eta printzipio-multzoa -errebisatuta dagoena eta XXI. mende hasierako kooperatiba-erakundeen gidari izan nahi duena-.
- 2• Txosten honetan, aldarrikapena zein testuingurutan garatu den azaltzen da, eta planteatu diren gai nagusi batzuei buruzko azalpen gehiago agertzen dira, batez ere printzipioen azterketari dagokionez.
- 3• 1895. urtean sortu zenetik, Nazioarteko Kooperatiba Aliantzak kooperatibak definitzeko eta kooperatiben oinarrian egon behar luketen printzipioak ezartzeko boterea izan du, halako erabakiak hartzeko azken autoritatea izan baita. Lehenago, Aliantzak kooperatibaburuzko bi aldarrikapen formal egin zituen: lehenengoa 1937. urtean egin zen eta bigarrena 1966. urtean. Aurreko bi bertsio horiek, 1995. urteko aldarrikapenarekin batera, kooperatiben printzipioak gaurko munduan nola interpretatu behar diren azaltzeko saioak izan ziren.
- 4• Printzipioak noizean behin aztertzeak, kooperatiben mugimendua indarberritu egiten du. Azterketa-saio horiek kooperatiben pentsaera aldatzen ari den mundu batean ezar daitekeela baieztatzen dute; kooperatibak erronka berrien aurrean antola daitezkeela iradokitzen du; mundu osoko kooperatibistak inplikatzin dituzte euren mugimenduaren oinarritzko helburuak berriro aztertzeko.
- 5• Kooperatiben historian zehar, kooperatiben mugimenduak etengabeko aldaketak jasan ditu; etorkizunean, ere, hala izango da. Hala ere, aldaketen azpian, badago gizakionganako errespetuzko jarrera, baita batak besteari lagunduz ekonomia-maila eta gizarte-maila hobetu daitezkeen ustea ere. Horrez gain, kooperatiben mugimenduaren ustez, ekonomia-jardueretan prozedura demokratikoak ezartzea erabilgarria, desiragarria eta eraginkorra da. Demokratikoki kudeatzen diren ekonomia-erakundeak guz-

make a contribution to the common good. The 1995 Statement of Principles was based on these core philosophical perspectives.

6. There is no single tap root from which all kinds of co-operatives emerge. They exist all around the world in many different forms, serving many different needs, and thriving within diverse societies. Indeed, one of the main reasons for preparing this document on the co-operative identity was to reflect that variety and to articulate the norms that should prevail in all co-operatives regardless of what they do and where they exist. In particular, the Statement provided a common base on which all of the main co-operative traditions could prosper and work effectively together.

Co-operatives first emerged as distinct, legal institutions in Europe during the nineteenth century. Achieving their first permanent successes during the difficult years of the 1840s, co-operatives grew within five distinct traditions; the consumer co-operatives, whose beginnings have long been popularly associated with the Rochdale pioneers; the worker co-operatives, which had their greatest early strength in France; the credit co-operatives, which largely began in Germany; the agricultural co-operatives, which had their early roots in Denmark and Germany; and service co-operatives, such as housing and health co-operatives, which emerged in many parts of industrial Europe as the century drew to an end. All of these traditions flourished, albeit with different degrees of success, in most European countries in the nineteenth century; all spread throughout most of the remainder of the world in the twentieth century.

Through its 1995 Statement on The Co-operative Identity, the International Co-operative Alliance formally affirmed and welcomed as equals all five of these traditions. It acknowledged the vitality each possessed, and it recognized that, whatever the original sources, each tradition had been adapted in different ways within different societies and among different cultures.

7. Further, the Statement was intended to serve equally well co-operatives in all kinds of economic, social and political circumstances. It recognized that all groups had created their own co-operative movements in very distinctive ways, borrowing from others and adhering to principles, but shaping their organisations according to their own needs, experiences and cultures. The 1995 Statement accepted and celebrated that diversity.

tion ongizatearen mesederako direla pentsatzen du. 1995. urteko Printzipioen Aldarrikapena oinarrizko ikuspegi filosofiko horietan oinarritu zen.

6. Ez dago edozein kooperatiba-mota sortzeko sustrai nagusi bakar bat. Kooperatibak mundu osoan zehar daude eta elkarren artean desberdinak dira; behar desberdinei erantzuten diete eta gizarte desberdinetan ari dira aurrera ateratzen. Hain zuzen ere, kooperatiben nortasunari buruzko agiri hau prestatzearen arrazoi nagusienetako bat desberdintasun hori isladatzea eta kooperatiba guztientzako arauak antolatzea da (zertan lan egiten duten edo nongoak diren kontuan hartu gabe). Aldarrikapenak, bereziki, kooperatiben oinarrizko tradizioak garatzeko eta elkarrekin lan egiteko oinarri komuna eskaintzen du.

Kooperatibak, erakunde juridiko berezitu modura, lehenengo aldiz, XIX. mendean sortu ziren Europan. Lehenengo irabazi iraunkorrak 1840 inguruko urte zailetan lortu ondoren, kooperatiben hazkundera bost tradizio desberdinetan garatu zen: kontsumo-kooperatibak, zeinen hastapenak Rochdale-ko aitzindariekin erlazionatu dituen jendeak duela denbora askotik; lan-kooperatibak, lehenengo bultzakada Frantzia izan zutenak; kreditu-kooperatibak, batez ere Alemanian sortu zirenak; nekazaritza-kooperatibak, Danimarkan eta Alemanian sortu zirenak; eta zerbitzu-kooperatibak, hala nola etxebizitza-kooperatibak eta osasun-kooperatibak, mende horren bukaeran Europa industrialaren alderdi askotan sortu zirenak. Tradizio horiek guztiak, Europako herrialde gehienetan, hemeretzigarren mendean garatu ziren, nahiz eta denek ez izan arrakasta berdina; tradizio horiek guztiak, munduan zehar, hogeigarren mendean hedatu ziren.

1995. urteko Kooperatiben Nortasunaren Aldarrikapenaren bidez, Nazioarteko Kooperatiba Aliantzak bost tradizio desberdin horiek berdintzat hartu ditu formari dagokionez. Bakoitzak duen indarra aitortu eta jatorrizko iturriak alde batera utzita, tradizio bakoitza gizarte eta kultura batean edo bestean era berezi batera egokitu dela azaldu zuten.

7. Aldarrikapenak, horrez gain, ekonomia-egoera, gizarte-egoera eta politika-egoera desberdinak dituzten kooperatiba guztietarako balio behar du. Talde guztiek euren kooperatiba-mugimendu propioak sortu zituztela aitortzen du. Horretarako, besteen esperientziatik edan zuten eta printzipioak jarraitu zituzten, baina erakundeak norberaren beharren, esperientzien eta kulturaren arabera eratu zituzten. 1995eko aldarrikapenak dibertsitate hori onartu eta goretzi egin zuten.

8. Further, the Statement of Identity provided a general framework within which all kinds of co-operatives could function. Each co-operative tradition or sector, however, has its own special needs and priorities. At the time of the Congress, therefore, each sector had prepared or was preparing a statement on Operating Principles to demonstrate what the general principles mean for its operations, particularly in the light of contemporary circumstances.
9. Finally, the Statement implicitly recognized that the international movement has a unique opportunity to assist in the harmonization of interests among groups of people organised as consumers of goods and services, as savers and investors, as producers, and as workers. By providing a common framework, the Statement should foster understanding, joint activities, and expanded horizons for all kinds of co-operative endeavour.

#### RATIONALE FOR THE RESTATEMENT OF PRINCIPLES

1. There were particular challenges confronting the international co-operative movement that made articulation of The Co-operative Identity necessary and beneficial in 1995.
2. Between 1970 and 1995 the market economy had expanded its impact dramatically around the world. Traditional trade barriers had been reduced significantly and many of those changes, such as the creation of free trade areas, the decline in government support for agriculture, and the deregulation of the financial industries, threatened the economic frameworks within which many co-operatives had functioned for decades. To prosper, in many instances merely to survive, co-operatives had to examine how they would react to these altered circumstances.

Such changes also meant that most co-operatives were facing much more intense competition. Using the advantages of modern forms of communications, capital roamed the world with minimal interference, seeking out the most prosperous investments. Economically, this meant that many co-operatives found themselves directly confronting large transnational firms, many of them possessing capital and legislative advantages they did not have.

On intellectual and attitudinal levels, co-operatives were also confronted

8. Aldi berean, nortasun-aldarrikapenak esparru orokor bat eskaintzen du, non edozein motako kooperatibak parte har dezakeen. Hala ere, tradizio edo kooperatiba-sektore bakoitzak bere behar eta lehentasun bereziak izan ditzake. Ondorioz, biltzarraren momentuan, sektore bakoitzak funtzionamendu-printzipioei buruzko aldarrikapen bat prestatu zuen edo prestatzen ari zen, horren bidez erakundearen eraginkortasunean printzipio orokorrek duten garrantzia azaltzeko, batez ere gaur egungo egoeraren aurrean.
9. Azkenik, Aldarrikapenean inplizitoki aitortzen denez, nazioarteko mugimenduak aukera hobezina du lagungarri gertatu nahi badu ondasunen eta zerbitzuen kontsumitzaile modura antolatutako pertsonen eta aurretaitale nahiz inbertitzaile modura, ekoizle modura eta langile modura antolatutakoen interesak orekatzen. Esparru komuna eskaintzen duenez, aldarrikapenak ulermena, guztien arteko jarduerak eta helburu zabalak sustatu beharko lituzke edozein motatako ahalegin kooperatiborako.

#### PRINTZPIOEN ALDARRIKAPENERAKO OINARRIA

1. Nazioarteko kooperatiba-mugimenduak zenbait erronkari aurre egin behar zion, eta erronka horien ondorioz, kooperatiba-nortasuna antolatzea beharrezkoa eta onuragarria zela ikusi zen, 1995. urtean.
2. 1970 eta 1995. urteen bitartean, merkatu-ekonomiaren eragina izugarri zabaldu zen mundu osoan zehar. Ohiko merkataritza-oztopoak dezente murriztu ziren, eta gertatu ziren aldaketek (hala nola merkataritza librerako zonak sortzea, gobernua nekazaritza ematen zizkion laguntzak murriztea, finantza-erakundeak desregularizatzea) ekonomia-esparruak mehatxatu egin zituzten, hamarkada askotan zehar kooperatibek funtzionatzeko erabili zituzten esparruak hain zuzen. Aurrera egiteko, eta zenbaitetan bizirik irauteko, kooperatibek egoera desberdin horren aurrean nola erantzun aztertu behar izan zuten.

Dudarik gabe, aldaketa horien ondorioz, kooperatiba gehienek askoz ere lehia gogorragoa jasan behar izan zuten. Komunikatzeko modu moderno bidez, kapitala munduan zehar inbertsio errentagarrien bila mugitzen zen, gutxieneko interferentziekin. Ekonomia-mailan, horrek esan nahi zuen kooperatiba askok nazioarteko enpresa handiekin borrokatu behar zutela zuzenean. Enpresa horietako askok, gainera, kooperatibek ez zituzten kapital-abantailak eta lege-abantailak zituzten.

Maila intelektualean eta jarrera-mailan, kapitalak kontrolatutako enpresa-

by international media and educational institutions that proclaimed the predominance of business controlled by investors. Within those contexts, the value of enterprises controlled democratically in the interests of people had been brought into question. In fact, the celebration of capitalist enterprise challenged the confidence of many within co-operatives, particularly in the North Atlantic countries. In the face of that challenge, there was a need to provide a clear vision of what made co-operatives unique and valuable.

- 3• In Central and Eastern Europe, the decline of the centrally controlled economies had also brought into question the role of co-operatives. Paradoxically, though, it had simultaneously opened the way for the rebirth of co-operative enterprise, but that could only occur if there was a clear understanding of how new and revived movements should be regulated and encouraged.
- 4• At the same time, the rapid expansion of many Asian countries, along with economic growth in parts of Latin America and Africa, posed unparalleled opportunities for the expansion of co-operatives. Indeed, co-operative leaders from those continents provided many of the new insights and fresh enthusiasm upon which much of the momentum for examining the future was derived.

All of these developments brought new perspectives to the international movement. They challenged some traditional assumptions, offered new interpretations, and suggested new solutions to old problems. For such opportunities to be seized, however, there was a need to identify clearly how co-operatives should play a role in societies undergoing rapid change.

- 5• Co-operatives confronted other, more general, challenges during the 1990s, challenges that promised to be even more important in the coming decades: they were the challenges associated with fundamental changes in the human condition around the world. They included issues raised by rapid increases in the global population; growing pressures on the environment; increasing concentration of economic power in the hands of a small minority of the world's population; varying crises besetting communities within all kinds of cultures; deepening cycles of poverty evident in too many parts of the globe; and increasingly frequent outbursts of "ethnic" warfare.

ren nagusitasuna aldarrikatzen zuten nazioarteko komunikabideei eta hezkuntza-instituzioei ere egin behar zieten aurre kooperatibek. Testuiguru horretan, pertsonen interesetarako demokratikoki kontrolatutako enpresaren balioa zalantzan jarri zen. Izan ere, enpresa kapitalistaren arrakastak kooperatiben barruko pertsona askoren konfidantza desafiatu zuen, Ipar Atlantikoko herrialdeetan bereziki. Erronka horren aurrean, kooperatibak bereziak eta baliagarriak zergatik ziren azaldu beharra zegoen.

- 3• Europako Erdi eta Ekialdean, erdigunetik kontrolatutako ekonomiek izandako beherakadak kooperatiben eginkizuna ere zalantzan jarri zuen. Paradoxikoki, aldi berean, enpresa kooperatiboa pizteko bidea berriro zabandu zen, baina hori aurrera ateratzeko, ezinbestekoa zen berpiztutako mugimendu berria nola sustatu eta arautu ondo jakitea.
- 4• Aldi berean, Asiako herrialde askok izan zuten hedadura azkarrak, Latino-amerikako eta Afrikako eskualde batzuen hazkunde ekonomikoarekin batera, kooperatiben hedapenerako baldintza hobezinak sortu zituen. Izan ere, kontinente horietako kooperatiba-buruek ekarri zituzten etorkizuna aztertze bultzada eragin zuten ikuspegi eta gogo berriak.

Garapen horiek guztiek nazioarteko mugimenduari ikuspuntu berriak eskaini zizkieten. Tradizioz zetozen ustezko zenbait egia zalantzan jarri zituzten, interpretazio berriak eskaini zituzten eta arazo zaharrentzat irtenbide berriak asmatu ziren. Hala ere, aukera horiek aprobetxatzeko, argi eta garbi zehaztu behar zen aldaketa azkarrak jasaten zituzten gizar-teetan kooperatibek bete behar zuten papera zein zen.

- 5• 90eko hamarkadan zehar, beste erronka orokorrago batzuk zituzten kooperatibek, ondorengo hamarkadetan are eta gogorragoak izango direnak, itxura guztien arabera: gizakiak, gizaki den aldetik, mundu osoan zehar bizi dituen oinarrizko aldaketekin lotutako erronkak ziren. Gai horien arteko batzuk honako arazo hauek eragindakoak ziren: biztanleriak orokorrean izandako hazkunde azkarra; ingurugiroari geroz eta presio handiagoa egiten zitzaion; ekonomia-boterea, geroz eta nabarmenago, munduko biztanleriaren gutxiengo baten eskuetan zegoen; krisialdi bat baino gehiago; kultura guztietako erkidegoak kaltetzen zituena; pobrezia-zikloak geroz eta sakonagoak dira eta munduko alderdi gehiegitan ikusten dira; eta, geroz eta maizago, etnien arteko borrorak.

Co-operatives, by themselves, cannot be expected to entirely resolve such issues, but they can contribute significantly to their resolution. They can produce and distribute high quality food at reasonable prices. They can, as they often have, demonstrate a concern for the environment. They can fulfil their historic role of distributing economic power more widely and fairly. They can be expected to enhance the communities in which they are located. They can assist people capable of helping themselves escape poverty. They can assist in bringing people with different cultures, religions, and political beliefs together. Co-operators have much to offer to the world simply by building upon their traditions of distinctiveness and addressing efficiently the needs of their members.

- 6• The Statement of Co-operative Identity, therefore, must be seen within historical, contemporary and future contexts. The remainder of this paper elaborates, albeit briefly, on each section of the Statement from these three perspectives.

## THE DEFINITION OF A CO-OPERATIVE

- 1• The Statement defines a co-operative in the following way: “A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.”
- 2• This definition is intended as a minimal statement; it is not intended as a description of the “perfect” co-operative. It is intentionally broad in scope, recognizing that members of the various kinds of co-operatives will be involved differently and that members must have some freedom in how they organise their affairs. Hopefully, this definition will be useful in drafting legislation, educating members, and preparing textbooks.
- 3• The definition emphasizes the following characteristics of a co-operative:
  - a. The co-operative is autonomous: that is, it is as independent of government and private firms as possible.
  - b. It is “an association of persons.” This means that co-operatives are free to define “persons” in any legal way they choose. Many primary

Kooperatibek, bakarrik, ezin dituzte arazo horiek erabat konpondu, baina laguntza handia eskain dezakete. Kalitatezko elikagaiak ekoiztu eta banatu ditzakete arrazoizko salneurrietan. Bestalde, eta askotan egin duten bezala, ingurugiroarekiko ardua azal dezakete. Ekonomia-boterea jende gehiagoren artean eta zuzenago bana dezakete, hartu duten eginkizun historikoa betetzeko. Kooperatiba kokatuta dagoen erkidegoa hobe dezakete. Bere buruari laguntzeko gauza den jendeari pobreziatik ateratzen lagun diezaiokete. Kultura, erlijio eta sinesmen politiko desberdinak dituzten pertsonak elkartzen lagun dezakete. Kooperatibistek gauza asko dute munduari eskaintzeko, euren tradizioen gainean eraikiz eta euren bazkideen beharrei erantzun egokia emanez, besterik gabe.

- 6• Beraz, Kooperatiben Nortasunaren Aldarrikapena testuinguru historikotik, gaur egungo testuingurutik eta etorkizuneko testuingurutik aztertu behar da. Txosten honen gainerako zatiak, aldarrikapenaren sekzio bakoitzari buruzko argibide gehiago aurkezten ditu, nahiz eta laburrak izan, eta betiere, hiru ikuspuntu horietatik abiatuta.

## KOOPERATIBA BATEN DEFINIZIOA

- 1• Aldarrikapenak honako definizio hau ematen dio kooperatibari: “Kooperatiba elkarte autonomoa da. Osatzen duten pertsonak bat egitea erabaki dute -nork bere borondatez-, ekonomiaren aldetik, gizartearen aldetik eta kulturaren aldetik dituzten behar eta helburuak asetzeko, enpresa baten bitartez. Jabetza enpresa sortu duten pertsona guztiena da eta kudeaketa demokratikoki egiten da.
- 2• Kooperatibaren definizio horrek gutxienezkoen aldarrikapena izan nahi du; ez du kooperatiba “hobe ezinaren” definizioa izan nahi. Hedapen zabala du eta aitortu ere egiten du kooperatiba desberdinetako bazkideak hainbat modura egongo direla lotuta eta bazkide horiek euren arazoak nola antolatu erabakitzeko askatasuna ere behar dutela. Definizio horrek, lege-diak idazteko, bazkideen heziketarako eta testuliburuak prestatzeko balio izatea espero da.
- 3• Definizioak kooperatibaren ezaugarri hauek azpimarratzen ditu:
  - a) Kooperatiba autonomoa da, hau da, ahalik eta neurri handiengan, gobernuetatik eta enpresetatik independentea da.
  - b) “Pertsonen elkarte” bat da. Ondorioz, kooperatibak “pertsonak” edozein modu juridikotara definitzeko askatasuna du. Mundu osoko



co-operatives around the world choose only to admit individual human beings. Many other primary co-operatives admit “legal persons,” which in many jurisdictions includes companies, extending to them the same rights as any other member. Co-operatives at other than the primary level are usually owned by other co-operatives; in all cases, the nature of their democratic practice is a matter that should be decided upon by their membership.

- c. The persons are united “voluntarily.” Membership in a co-operative should not be compulsory. Members should be free, within the purposes and resources of the co-operatives, to join or to leave.
- d. Members of a co-operative “meet their common economic, social and cultural needs.” This part of the definition emphasizes that co-operatives are organised by members for their individual and mutual benefit. Normally, co-operatives must function within the market place and so they must be operated efficiently and prudently. Most of them exist primarily to meet economic purposes, but they have social and cultural goals as well. By “social” is meant the meeting of social goals, such as the provision of health services or child care. Such activities must be conducted in an economic way so that they provide the kinds of services that benefit members. Co-operatives may also embrace cultural goals in keeping with member concerns and wishes: for example, assisting in the promotion of a national culture, promoting peace, sponsoring sports and cultural activities, and improving relations within the community. Indeed, in the future helping to provide a better way of life - cultural, intellectual and spiritual - may become one of the most important ways in which the co-operatives can benefit their members and contribute to their communities.

Member needs may be singular and limited, they may be diverse, they may be social and cultural as well as purely economic, but, whatever the needs, they are the central purpose for which the co-operative exists.

- e. The co-operative is “a jointly-owned and democratically-controlled enterprise.” This phrase emphasizes that within co-operatives con-

lehen mailako kooperatiba askok, pertsona fisikoak bakarrik onartzen ditu. Lehen mailako beste kooperatiba batzuk “pertsona juridikoak” onartzen dituzte. Pertsona juridiko horien barruan, gainera, enpresak aurkituko ditugu jurisdikzio askoren arabera. Halakoetan, enpresa horiei ere beste edozein bazkidek dituen eskubide berberak ematen zaizkie. Lehen mailakoak diren kooperatibak, normalean, beste kooperatiba batzuen jabetzakoak dira; kasu guztietan, praktika demokratikoaren nondik norakoa bazkideek erabaki beharrekoa da.

- c) Pertsonak euren “borondatez” elkartzen dira. Kooperatiba bateko bazkide izateak ezin du derrigorrezkoa izan. Bazkideek alta edo baja hartzeko aske izan behar dute, kooperatiben helburu eta baliabideen barruan.
- d) Kooperatiba bateko bazkideek “ekonomia, gizartea eta kulturaren behar komunak asetzen dituzte”. Definizioaren zati honetan, zera azpimarratzen da: bazkideek antolatzen dituzte kooperatibak bakoitzaren eta denen onurarako. Normalean, kooperatibak merkatuan mugitu behar dira, eta ondorioz, zuzen eta kontu handiz gidatu behar dira. Nahiz eta kooperatiba gehienek oinarrian helburu ekonomikoak izan, gizarte-mailako eta kultur mailako helburuak ere badituzte. “Gizarte” esaten dugunean, gizarte-mailako helburuak bete nahi direla esan nahi dugu, hala nola, osasun-zerbitzuak edo umeentzako laguntzak eskaintzea. Jarduera horiek ekonomian oinarrituta egin behar dira, horrela, bazkideei zerbitzu-mota onuragarriak eskaintzeko. Kooperatiben helburuen artean, kultur mailako helburuak ere aurkitzen ditugu, bazkideen kezken eta nahien arabera: adibidez, nazioko kultura zabaltzen laguntzea, bakea sustatzea, kirol-mailako eta kultur mailako jarduerak antolatzea, eta erkidegoko harremanak hobetzea. Azken batean, bizimodu hobea lortzen laguntzea –kultura mailan, maila intelektualean eta izpiritu-mailan–, etorkizunean, kooperatibek euren bazkideei laguntzeko eta aldi berean erkidegoei laguntzeko modu garrantzitsuetakoa bilakatu daiteke.

Bazkideek dituzten beharrak bereziak eta mugatuak izan daitezke, desberdinak izan daitezke, gizarte-mailakoak eta kultur mailakoak izan daitezke, baita guztiz ekonomikoak ere, baina edozein kasutan, kooperatibak izateko duen arrazoi nagusia dira.

- e) Kooperatiba “taldeko jabetza duen eta kudeaketa demokratikoa duen enpresa da”. Esaldi horretan azpimarratzen denez, kooperatibetan

trol is distributed among members on a democratic basis. The dual characteristics of ownership and democratic control are particularly important in differentiating co-operatives from other kinds of organisations, such as capital-controlled or government-controlled firms. Each co-operative is also an “enterprise” in the sense that it is an organised entity, normally functioning in the market place; it must, therefore, strive to serve its members efficiently and effectively.

## VALUES - THE FIRST SENTENCE

- 1• The co-operative movement has a deep and distinguished intellectual history. During each of the last ten generations of human history, many theorists in various parts of the world have made major contributions to co-operative thought; and much of that thought has been concerned with co-operative values.

Moreover, co-operatives around the world have developed within a rich array of belief systems, including all the world’s great religions and ideologies. Since co-operative leaders and groups have been greatly influenced by those belief systems, any discussion of values within co-operatives must inevitably involve deeply-felt concerns about appropriate ethical behaviour.

Consequently, achieving a consensus on the essential co-operative values is a complex although inevitably rewarding task.

Between 1990 and 1992, under the direction of Mr. Sven Åke Böök of Sweden, members of the International Co-operative Alliance and independent researchers engaged in extensive discussions about the nature of co-operative values. The results of that study are available in the book *Co-operative Values in a Changing World*, written by Mr. Böök and published by the International Co-operative Alliance. That book, along with *Co-operative Principles: Today and Tomorrow*, written by W.P. Watkins, largely provided the theoretical context out of which the Statement on Co-operative Identity was derived. They are particularly recommended to anyone wishing to pursue the topic in greater depth.

- 2• The first sentence on Values in the 1995 Statement reads as follows: “Co-

kontrola bazkideen artean banatzen da, printzipio demokratikoetan oinarrituta. Jabetzaren eta kontrol demokratikoaren ezaugarriak kooperatibak gainontzeko erakunde-motetatik bereizteko garrantzitsuak dira, bereziki, kapitalak kontrolatzen dituen enpresetatik edo gobernuak kontrolatzen dituen erakundeetatik bereizteko. Kooperatiba bakoitza “enpresa” bat ere bada, erakunde antolatua baita, normalean merkatuan lan egiten duena; ondorioz, bere bazkideak modu eraginkorrean eta zuzenean asetzeko borrokatu beharko du.

## BALOREAK - LEHENENGO ESALDIA

- 1• Kooperatiba-mugimenduak historia intelektual luzea eta berezia du. Azken hamar belaunaldietako bakoitzean, kooperatiba-pentsaerak ekarpen handiak jaso ditu munduko alderdi bat baino gehiagotako teorizatzaileen aldetik, eta pentsaera horren zati handi batek kooperatiba-baloreekin zerikusia izan du.

Horrez gain, mundu osoko kooperatibak sinesmen-sistema askoren artean garatu dira, munduko erlijio eta ideologia garrantzitsu guztiak barne. Kooperatiba-buruek eta kooperatiba-taldeek sinesmen-sistema horien eragina jasan dutenez, kooperatiben barruan baloreei buruz egiten den eztabaida orok portaera etiko egokiari buruzko kezka sakonak azaldu behar ditu.

Ondorioz, oinarrizko kooperatiba-baloreen inguruan guztiak ados jartzea oso lan zaila da, nahiz eta aldi berean atsegingarria izan.

1990 eta 1992. urteen bitartean, Suediako Sven Åke Böök jaunaren zuzendaritzapean, Nazioarteko Kooperatiba Aliantzako partaideek eta ikertzaile independente batzuk kooperatiba-baloreei buruzko eztabaida zabala izan zuten. Ikerketa horren emaitzak “Co-operative Values in a Changing World” “Los Valores Cooperativos en un mundo en cambio”. Gaztelerara itzulitako bertsio bat badago. liburuan agertzen dira; liburu hori Böök jaunak idatzi zuen eta Nazioarteko Kooperatiba Aliantza argitaratu. Liburu horrek, “Co-operative Principles: Today and Tomorrow” “Kooperatibetako Printzipioak: Gaur eta Bihar”.liburuarekin batera (W.P. Walkins-ek idatzia), Kooperatiben Nortasunari buruzko Aldarrikapena lantzeko testuinguru teorikoaren zati handi bat eskaintzen dute. Gai hau sakondu nahi dutenei bi liburu horiek irakurtzea komeni zaie.

- 2• 1995. urteko aldarrikapenean, baloreei buruzko lehengo esaldiak hau dio:

operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity.”

- 3• “Self-help” is based on the belief that all people can and should strive to control their own destiny. Co-operators believe, though, that full individual development can take place only in association with others. As an individual, one is limited in what one can try to do, what one can achieve. Through joint action and mutual responsibility, one can achieve more, especially by increasing one’s collective influence in the market and before governments.

Individuals also develop through co-operative action by the skills they learn in facilitating the growth of their co-operative; by the understanding they gain of their fellow-members; by the insights they gain about the wider society of which they are a part. In those respects, co-operatives are institutions that foster the continuing education and development of all those involved with them.

- 4• “Self-responsibility” means that members assume responsibility for their co-operative - for its establishment and its continuing vitality. Further, members have the responsibility of promoting their co-operative among their families, friends and acquaintances. Finally, “self-responsibility” means that members are responsible for ensuring that their co-operative remains independent from other public or private organisations.
- 5• Co-operatives are based on equality. The basic unit of the co-operative is the member, who is either a human being or a grouping of human beings. This basis in human personality is one of the main features distinguishing a co-operative from firms controlled primarily in the interests of capital. Members have rights of participation, a right to be informed, a right to be heard, and a right to be involved in making decisions. Members should be associated in a way that is as equal as possible, sometimes a difficult challenge in large co-operatives or in federations of co-operatives. In fact, concern for achieving and maintaining equality is a continuing challenge for all co-operatives. In the final analysis, it is as much a way of trying to conduct business as it is a simple statement of rules.
- 6• Similarly, achieving equity within a co-operative is a continuing, never-ending challenge. Equity refers, first of all, to how members are treated

“Kooperatibak honako balore hauetan oinarritzen dira: autolaguntza, autoerantzukizuna, demokrazia, berdintasuna, zuzentasuna eta elkartasuna”.

- 3• “Autolaguntzaren” oinarrian, nor bere patua kontrola dezakeen eta horretan saiatu beharko lukeen sinesmena dago. Kooperatibisten ustez, berriz, norbera bete-betean garatzeko bide bakarra besteekin elkartuta bakarrik lor daiteke. Gizabanako bezala, zerbait egiten saiatzen garenean eta lor daitekeen horretan mugak ditugu. Taldean lan eginaz, eta erantzukizuna taldean hartuz, gehiago lor daiteke, bereziki merkatuan eta gobernuen aurrean taldearen eragina areagotuz.

Kooperatiben ekintzaren bidez, gizabanakoak garatu ere egiten dira, hala nola, kooperatibaren hazkundeari laguntzean lortzen dituzten gaitasunei esker; gainontzeko bazkideengandik lortzen duten ezagupenari esker; eta partaide diren gizarte zabalago horri buruz eskuratzen dituzten pertzepzio berriei esker. Zentzu horretan, kooperatibak bertan sartuta dauden pertsona guztien hezkuntza eta etengabeko garapena sustatzen duten erakundeak dira.

- 4• “Autoerantzukizunak” bazkideek euren kooperatibaren erantzukizuna bere gain hartzen dutela esan nahi du –kooperatiba sortu eta eguneroko ibilbidea egiteko erantzukizuna. Horrez gain, bazkideek kooperatiba familiartean, lagunaren artean eta ezagunen artean sustatzeko erantzukizuna ere badute. Azkenik, “autoerantzukizunak” zera esan nahi du: bazkideak arduratu beharko dira kooperatiba beste erakunde publikoetatik edo pribatu batzuetatik aske mantentzeaz.
- 5• Kooperatibek berdintasuna dute oinarrian. Kooperatibaren oinarritzko unitatea bazkidea da, gizabanakoa edo gizabanako-taldea izan daitekeena. Gizakian oinarritze hori da kooperatibek kapitalaren etekina lortzera zuzendutako enpresekin duten ezaugarri desberdin garrantzitsuenetako bat. Bazkideek parte hartzeko eskubidea dute, informatuta egoteko eskubidea, entzunak izateko eskubidea dute bai eta erabakiak hartzeko orduan parte hartzeko eskubidea ere. Bazkideak ahalik eta modu berdintsuenean bazkidetu beharko lirateke, baina hori, batzuetan, zaila gertatzen da kooperatiba handien edo kooperatiben federazioen kasuan. Izan ere, berdintasuna lortzea eta mantentzea etengabeko erronka da kooperatiba guztientzat. Azken batean, negozioak egiteko modu bat da, baita printzipioak aldarrikatzeko modu bat ere.
- 6• Aldi berean, kooperatiba barruan ekitatea lortzea etengabeko erronka da, bukaerarik gabekoa. Ekitatea, lehenik eta behin, kooperatiba barruan baz-

within a co-operative. They should be treated equitably in how they are rewarded for their participation in the co-operative, normally through patronage dividends, allocations to capital reserves in their name, or reductions in charges.

- 7• The last operational value is “solidarity”. This value has a long and hallowed history within the international movement. Within co-operatives, this value ensures that co-operative action is not just a disguised form of limited self-interest. A co-operative is more than an association of members; it is also a collectivity. Members have the responsibility to ensure that all members are treated as fairly as possible; that the general interest is always kept in mind; that there is a consistent effort to deal fairly with employees (be they members or not), as well as with non-members associated with the co-operative.

Solidarity also means that the co-operative has a responsibility for the collective interest of its members. In particular, to some extent, it represents financial and social assets belonging to the group; assets that are the result of joint energies and participation. In that sense, the solidarity value draws attention to the fact that co-operatives are more than just associations of individuals; they are affirmations of collective strength and mutual responsibility.

Further, “solidarity” means that co-operators and co-operatives stand together. They aspire to the creation of a united co-operative movement, locally, nationally, regionally, and internationally. They co-operate in every practical way to provide members with the best quality goods and services at the lowest prices. They work together to present a common face to the public and to governments. They accept that there is a commonality among all co-operatives regardless of their diverse purposes and their different contexts.

Finally, it needs to be emphasized that solidarity is the very cause and consequence of self-help and mutual help, two of the fundamental concepts at the heart of co-operative philosophy. It is this philosophy which distinguishes co-operatives from other forms of economic organisation. In some countries the concepts of self-help and mutual help have been igno-

kideek jasotzen duten trataerari dagokio. Kooperatiban duten partaidetza konpentsatzeko orduan ekitate-legez tratatu behar lirateke, normalean itzulketen bidez, beren izenean dauden kapital-erreserbetan asignazioak eginaz edo salneurriak jaitsez. Ikuspuntu teorikotik, ekitatea oso garrantzitsua da kooperatibentzat, horren arabera saiatzen baitira irabaziaz edo aberastasunak banatzen, kontribuzioaren arabera eta ez espekulazioaren arabera.

- 7• Azkeneko balore operatiboa “elkartasuna” da. Balore horrek nazioarteko mugimenduan historia luzea eta errotua du. Balore horren bidez, kooperatibek egiten dituzten ekintzak interes pertsonal mugatuak asetzeko bakarrik ez izatea lortuko dugu. Kooperatiba bazkideen arteko elkarte bat baino zerbait gehiago da; kolektibitate bat ere bada. Bazkideen ardura da kooperatibako bazkide guztiak ahalik eta modu zuzenenean tratatuko dituztela bermatzea; denen interesak beti kontuko direla bermatzea; langileekin zuzen jokatzeko ahalegin etengabea egingo dela bermatzea (bazkide izan edo ez), baita kooperatibarekin erlazioa izan baina bazkide ez diren pertsonekin ere.

Aldi berean, elkartasuna aipatzean, kooperatibak bere bazkideen talde-ererekekiko erantzukizuna duela esan nahi da. Berezik, nolabait esateko, taldearen finantzaeta gizarte-aktiboa ordezkatzeko ditu; aktibo hori taldeko energien eta partaidetzen ondorio da. Elkartasunaren baloreak, zentzu horretan, kooperatibak gizabanakoen elkarte hutsak baino zerbait gehiago direla adierazten du; taldeko indarraren eta guztion erantzukizunaren baiezta penak dira.

Horrez gain, “elkartasunak” kooperatibistak eta kooperatibak elkartuta daudela adierazten du. Kooperatiba-mugimendu elkartua sortu nahi dute, herrikoa, nazio-mailakoa, eskualde-mailakoa eta nazioartekoa. Euren bazkideei kalitate goreneko ondasunak eta zerbitzuak ahalik eta merkeen eskaintzeko elkarlanean aritzen dira ahal diren bide praktikoko guztiak erabilita. Elkarrekin lan egiten dute, jendaurrean eta gobernuei itxura bera azaltzeko. Kooperatiba guztien artean puntu komun bat badagoela aitortzen dute, nahiz eta helburu eta testuinguru desberdinak izan.

Azkenik, elkartasuna autolaguntzaren eta elkarrekiko laguntzaren arrazoi eta, aldi berean, ondorio dela azpimarratu behar da, eta kontzeptu horiek kooperatiben filosofiaren muinak dituen funtsezko kontzeptuetako bi dira. Filosofia horrek bereizten ditu kooperatibak gainontzeko antolakunde ekonomikoetatik. Zenbait herrialdeetako gobernuek autolaguntzaren eta elka-

red by governments, and co-operatives have been organised through government initiative, sponsorship and financial assistance; the unfortunate result is movements controlled and managed by governments. It is essential, therefore, the solidarity of co-operators and co-operatives, based on self-help and mutual responsibility, be understood and respected, particularly in developing countries, but in industrially-developed countries as well.

## VALUES-THE SECOND SENTENCE

- 1• The second sentence reads: “In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility, and caring for others”.
- 2• “In the tradition of their founders...” refers to the fact that all the great movements have, at their origins, remarkable men and women who made outstanding contributions as “founders”. Such individuals as the Rochdale Pioneers, Frederich Raiffeisen, Hermann Schultze-Delitsch, Philippe Buchez, Bishop Grundtvig and Alphonse Desjardins are revered throughout the movements they helped begin; they are admired by co-operators in other movements as well. Their contributions, moreover, were typically more than practical, as important as their pragmatism was - it was also ethical and moral as well. At the same time, each national movement has its own founders, men and women whose practical and ethical values are still profoundly important; this reference to “the founders” is intended to remember them well.
- 3• It can be argued rightly that the ethical values to which co-operatives aspire influence the activities of some capital- controlled and some government-owned organisations. They are included, however, because they have a special place within co-operative traditions. In particular, they were fundamentally important within the various kinds of co-operatives as they emerged in the nineteenth century. They are also apparent in many of those responsible for the movement’s growth and development over the intervening years.
- 4• Many of the early co-operatives of the nineteenth century, most obviously the Rochdale Pioneers, had a special commitment to honesty; indeed, their efforts were distinguished in the market-place partly because they

rrekiko laguntzaren kontzeptuak alde batera utzi dituzte, eta kooperatibak gobernuaren ekimenaren, babesaren eta finantzabidez antolatu dira; ondorioz eta zoritxarrez, gobernuak kontrolatzen eta kudeatzen dituzte mugimenduak. Ondorioz, oinarritzkoa da kooperatibisten eta kooperatiben elkartasuna -autolaguntzan eta elkarrekiko erantzukizunean oinarritutako elkartasun hori- ulertzea eta errespetatzea, batez ere garapen bidean dauden herrialdeetan, baina baita industria garatuta duten herrialdeetan ere.

## BALOREAK - BIGARREN FASEA

- 1• Bigarren faseak honako hau dio: “Sortzaileen tradizioari jarraituz, kooperatibako bazkideek beren gain hartzen dituzte etikako balore hauek: zintotasuna, gardentasuna, erantzukizuna eta gizarte-bokazioa”.
- 2• “Sortzaileen tradizioari jarraituz...” horrekin zera esan nahi da: mugimendu handi guztietan, hastapenetan, “sortzaile” gisa ekarpen izugarria egin zuten aparteko gizon-emakumeak daude. Pertsona horiek, esate baterako, Rochdaleko aitzindariak, Frederich Raiffeisen, Hermann Schultze-Delitsch, Philippe Buchez, Bishop Grundtvig eta Alphonse Desjardins, orain, hainbat kooperatiba mugimendutan goraiatzatzen dituzte, mugimendu horiek sortzeko lagungarri gertatu baitziren; horrez gain, beste mugimendu batzuetako kooperatibistek ere goraiatzatzen dituzte. Gainera, egin zituzten ekarpenak praktika soilak baino gehiago izan ziren, nahiz eta pragmatismoari, etikari eta moralari garrantzi handia eman. Aldi berean, nazio bakoitzeko mugimenduak bere sortzaile propioak ditu. Gizon-emakume haien balore praktiko eta etikoak oraindik ere oso garrantzitsuak dira. “Sortzaileei” egin diegun aipamen honen bidez, gizon-emakume horiek gogoratu nahi ditugu.
- 3• Esan daiteke, egia baita, kooperatibek lortu nahi dituzten balore etikoek badutela eragina kapitalak kontrolatutako edo gobernuaren jabetzapeko zenbait erakundeentzako jardueretan. Hala ere, hemen sartu ditugu, kooperatiben tradizioan toki berezia dutelako. Berezi, hemeretzigarren mendean sortu ziren kooperatibetan zuten oinarritzko garrantzia. Erdiko urteetan mugimendua hazi eta garatu izanaren erantzule izan ziren kooperatiba horietan ere aurkituko ditugu.
- 4• XIX. mendeko kooperatibetako askok, Rochdaleko aitzindarien kasua da argiena, zuzentasunarekin konpromiso berezia hartu zuten; izan ere, haien ahaleginak merkatuan ondo ezagunak ziren, pisu eta neurri zuzen-

insisted upon honest measurements, high quality, and fair prices. Worker co-operatives, throughout their history, have been renowned for their efforts to create honest systems of open management. Financial co-operatives gained excellent reputations around the world because of the honest ways they conducted their business, in particular the calculation of interest payments. Over the decades agricultural co-operatives have prospered because of their commitment to high quality, honestly-labelled produce.

- 5• Aside from a special tradition of honesty, co-operatives have aspired to honest dealings with their members, which in turn has led to honest dealings with non-members. For the same reason, they have a bias towards openness: they are public organisations which regularly reveal to their membership, the public and governments considerable information on their operations.
- 6• The other ethical values emanate from the special relationships co-operatives have with their communities: they are open to members of those communities, and they have a commitment to assist individuals in helping themselves. They are partly collective institutions which exist in one or more communities. They have inherited traditions which have been concerned about the health of individuals within communities. They, therefore, have an obligation to strive to be socially responsible “in all their activities”.

Within their financial capacity to do so, many co-operatives have also demonstrated a remarkable capacity to care for others. Many of them have made significant contributions of human and financial resources to their communities. Many of them have provided extensive assistance to the growth of co-operatives throughout the developing world. It is a tradition of which co-operators should be proud; it reflects a value that they should emphasize.

- 7• In short, honesty, openness, social responsibility and caring for others are values which may be found in all kinds of organisations, but they are particularly cogent and undeniable within co-operative enterprise.

## PRINCIPLES - AN INTRODUCTORY COMMENT

- 1• Many people understand principles as iron-clad commandments that must

nak, kalitate altua eta salneurri egokiak erabiltzeko ahalegin handia egin zutelako. Lan-kooperatibak historian zehar famatuak izan dira, kudeaketa irekiko sistema zuzenak sortzeko egin duten ahalegin handiarengatik. Munduko alderdi askotan finantza-kooperatibek oso fama ona irabazi dute, negozioak egiteko orduan izan duten jokaera garbiarengatik, bereziki interesak kalkulatzeko orduan. Hamarkadetan zehar, nekazaritza-kooperatibek aurrera egin dute kalitate handiko produktuekin (dagokien moduan etiketatuta) hartutako konpromisoarengatik.

- 5• Zuzentasunaren aldeko tradizio berezi horrez gain, bazkideekin ere tratu zintzoa izatea lortu nahi izan dute, eta ondorioz, bazkide ez zirenekin ere tratu zintzoa izatera iritsi dira. Arrazoi berarengatik, kooperatibek gardentasunaren aldeko joera agertzen dute: erakunde horiek, erregularaki, bazkideei, publikoari eta gobernuei, egiten dituzten operazioei buruzko informazio dezente azaltzen diete.
- 6• Gainontzeko balore etikoak kooperatibek euren erkidegoekin izaten dituzten erlazio berezietatik datoz: erkidegoko partaideen aurrean jarrera irekia agertzen dute, eta gizabanakoarekin elkarlanean aritzeko konpromisoa dute nork bere buruari laguntzen jakin diezaion. Neurri batean, erkidego batean edo erkidego bat baino gehiagotan dauden talde-erakundeak dira. Erkidegoetako gizabanakoen osasunarengatik arduratzea zekarten tradizioak jaso dituzte. Ondorioz, “jarduera guztietan” gizartearen alde ahalegintzeko betebeharra dute.

Kooperatiben finantza-gaitasunaren barruan, kooperatiba askok gizarte-bokazio izugarria ere azaldu dute. Askok beren erkidegoei ekarpen handiak egin dizkiete giza baliabideak eta finantza-baliabideak direla-eta. Beste askok, laguntza handia eskaini dute garatzen ari diren herrialdeetan kooperatibak garatzeko. Kooperatibistek harro egoteko moduko tradizioa dute; azpimarratzeko moduko balorea isladatzen dute.

- 7• Laburbilduz, zintzotasuna, gardentasuna, erantzukizuna eta gizarte-bokazioa erakunde-mota guztietan aurki ditzakegun baloreak dira, baina kooperatiba-enpresa batean bereziki sinesgarriak eta bistakoak dira.

## PRINTZIPIOAK - SARRERA MODUKO IRUZKINA

- 1• Jende askok printzipioak hitzez hitz jarraitu behar diren agindu zurrunak

be followed literally. In one sense, that is true in that principles should provide standards of measurement. In another sense, they should restrict, even prohibit, certain actions while encouraging others.

Principles, however, are more than commandments; they are also guidelines for judging behaviour and for making decisions. It is not enough to ask if a co-operative is following the letter of the principles; it is important to know if it is following their spirit, if the vision each principle affords, individually and collectively, is ingrained in the daily activities of the co-operative. From that perspective, principles are not a stale list to be reviewed periodically and ritualistically; they are empowering frameworks - energizing agents - through which co-operatives can grasp the future.

- 2• The principles that form the heart of co-operatives are not independent of each other. They are subtly linked; when one is ignored, all are diminished. Co-operatives should not be judged exclusively on the basis of any one principle; rather, they should be evaluated on how well they adhere to the principles as an entirety.
- 3• Seven principles are listed in the 1995 Statement. They are: Voluntary and Open Membership; Democratic Member Control; Member Economic Participation; Autonomy and Independence; Education, Training and Information; Co-operation among Co-operatives; and Concern for Community. The first three principles essentially address the internal dynamics typical of any co-operative; the last four affect both the internal operation and the external relationships of co-operatives.

#### THE “VOLUNTARY AND OPEN MEMBERSHIP” PRINCIPLE

- 1• The beginning of the simple sentence explaining this principle emphasizes that “Co-operatives are voluntary organisations.” It reaffirms the fundamental importance of people choosing voluntarily to make a commitment to their co-operatives. People cannot be made to be co-operators. They must be given the opportunity to study and understand the values for which co-operatives stand; they must be allowed to participate freely.

Nevertheless, in many countries around the world economic pressures or

balira bezala ulertzen ditu. Zentzu batean egia da, jarrera-mailako arauak eskaini beharko lituzketelako. Beste zentzu batean, berriz, zenbait ekintza murriztu edo are eta debekatu egin beharko lituzkete, eta beste batzuk sustatu.

Hala ere, printzipioak aginduak baino gehiago dira; portaera ebaluatzeko eta erabakiak hartzeko jarraibideak ere badira. Ez da nahikoa kooperatiba batek printzipio jakin bat hitzez hitz jarraitzen duen galdetzea; hori bezain garrantzitsua da izpiritua jarraitzen duen jakitea (hau da, printzipio bakoi-tzak –banakakoa edo taldekoa- eskaintzen duen ikuspegia kooperatiba-ren eguneroko jardueretan errotuta dagoen jakitea). Zentzu horretan, printzipioak ez dira iraungitzen den halako zerrenda bat, ez dira maiz eta erritual baten antzera errebisatu beharreko zerbait; jarduera-esparru trebatzaileak dira -energia ematen duten eragileak- eta horien bidez koopera-tibak etorkizunera iritsi daitezke.

- 2• Printzipioek kooperatiben ardatza osatzen dute eta ez daude bata bestetik banatuta. Lotuta daude, oso fin lotuta; bat ahaztuz gero, gainontzeko guztiak kaltetuta geratzen dira. Kooperatibak aztertzeko orduan, ez dugu printzipio bakar baten arabera egin behar; hobe da, printzipio guztietara nola egokitzen diren kontuan hartuz aztertzea.
- 3• 1995. urteko aldarrikapenean zazpi printzipio zehaztu ziren: kide egiteko borondatezko aukera irekia; kudeaketa demokratikoa bazkideen aldetik; bazkideen partaidetza ekonomikoa; autonomia eta independentzia; hezkuntza, prestakuntza eta informazioa; kooperatiben arteko elkarlana; eta erkidegoarekiko interesa. Lehenengo hiru printzipioak edozein kooperatibatan jarraitzen den barne-dinamikari dagozkio; azkeneko laurak barneeta kooperatiben kanpo-harremanei dagozkie.

#### PRINTZIPIOA: “KIDE EGITEA: BORONDATEZKO AUKERA IREKIA”

- 1• Printzipio hau azaltzen duen esaldi sinplearen hasieran “kooperatibak borondatez osatutako erakundeak direla” azpimarratu behar da. Berrito azpimarratzen da zein funtsezkoa den jendeak bere borondatez aukeratzeari kooperatibekin konpromisoa hartzea. Ezin da jendea kooperatibista izatera behartu. Kooperatibek adierazten dituzten baloreak ezagutzeko eta ulertzeko aukera eman behar zaio jendeari; libreki parte hartzen utzi behar zaie.

Hala ere, munduko herrialde askotan, presio ekonomikoek edo gobernua-

government regulations have sometimes tended to push people into becoming members of some co-operatives. In those instances co-operatives have a special responsibility to ensure that all members are fully involved so that they will come to support their co-operatives on a voluntary basis.

- 2• The sentence continues by referring to how co-operatives admit members. It affirms that co-operatives are “open to all persons able to use their services and willing to accept the responsibilities of membership without gender, social, racial, political, or religious discrimination.” This statement reaffirms a general commitment basic to co-operatives since their emergence in the nineteenth century: a commitment to recognizing the fundamental dignity of all individuals, indeed, all peoples.
- 3• The phrase “open to all persons able to use their services...” acknowledges that co-operatives are organised for specific purposes; in many instances, they can only effectively serve a certain kind of member or a limited number of members. For example, fishing co-operatives essentially serve fishing people; housing co-operatives can house only so many members; worker co-operatives can employ only a limited number of members. In other words, there may be understandable and acceptable reasons why a co-operative may impose a limit on membership.
- 4• The phrase “willing to accept the responsibilities of membership” reminds members that they have obligations to their co-operative. Such obligations vary somewhat from co-operative to co-operative, but they include exercising voting rights, participating in meetings, using the co-operative’s services, and providing equity as the needs arise. It is a set of obligations that requires constant emphasis, but which should reap significant benefits - for both the member and the co-operative.
- 5• Co-operatives should ensure, through positive actions, that there are no barriers to membership because of gender. Furthermore, co-operatives should ensure that women participate in equal numbers in their education and leadership development programmes.
- 6• Co-operatives should also reach out, either through their own activities, or through assisting in the development of new co-operatives, to all evident

ren araudiak, maiz, jendea kooperatiba batzuetako bazkide egitera bultzatu izan du. Kasu horietan, kooperatibek erantzukizun berezia dute bazkide guztiak erabat sartzea lortzeko, bazkideek borondatez lagundu behar baitiote kooperatibari.

- 2• Esaldiak, jarraian, kooperatibek bazkideak nola onartzen dituzten azaltzen du. Kooperatibek “kooperatibaren zerbitzuak erabiltzeko gai izan eta bazkide izateko erantzukizuna bere gain hartzeko gai den pertsona orori sartzeko aukera eskaintzen diote sexuarengatik, gizarte-mailarengatik, arrazarengatik, politikarengatik edo erlijioarengatik bereizketarik egin gabe. Adierazpen horrek, hain zuzen ere, kooperatibek XIX. mendetik duten oinarrizko konpromiso orokor bat azpimarratzen du: konpromiso horrekin, gizabanako guztien eta, beraz, herri guztien duintasuna aintzatesten da.
- 3• “Bere zerbitzuak erabiltzeko gai den pertsona ororentzat irekia...” dioen esaldiak kooperatibak berriazko helburuekin antolatzen direla baieztatzen du; kasu askotan, bazkide-mota bakar batentzat edo bazkide-talde bakar batentzat izango da baliagarri. Adibidez, arrantzaarrantzaleentzat dira batez ere; etxebizitza-kooperatiba batek pertsona-kopuru jakin batentzat bakarrik eskaini ditzake etxeak; lanbazkide-kopuru mugatu bat bakarrik izan dezakete lanerako. Hau da, zenbait kasutan, kooperatiba batek bere balizko bazkideei mugak jartzeko arrazoi ulergarriak eta onargarriak egon daitezke.
- 4• “Bazkide izateak ekartzen dituen erantzukizunak onartzeko prest” dioen esaldiak, bazkideei kooperatibarekiko erantzukizunak ere badituztela gogorarazi nahi die. Betebehar horiek kooperatibaren arabera aldatzen dira, baina, dena dela, botoa emateko eskubidea, bileretan parte hartzea, kooperatibaren zerbitzuak erabiltzea eta beharrezkoa denean kapitala ematea betebehar horien barruan daude. Betebehar-multzo hori etengabe azpimarratu behar da, baina emaitza garrantzitsuak ekarri beharko lituzkete, bai bazkidearentzat bai kooperatibarentzat ere.
- 5• Kooperatibek, ekintza positiboen bidez, bazkide izateko sexu-oztoporik ez izatea bermatu beharko lukete. Horrez gain, kooperatibek, hezkuntzarako eta lider-gaitasuna garatzeko programetan emakumeen partaidetza gizonezkoena bezalakoa izatea ziurtatu behar dute.
- 6• Aldi berean, kooperatibek, euren jarduera propioen bidez edo kooperatiba berriei garatzen lagunduz, kooperatiba-enpresari etekina ateratzeko gai



population groups and minorities able to benefit from co-operative enterprise. The basis for this involvement should not be charity; it should be the result of a careful, practical and innovative assessment of the possibilities for co-operative action.

- 7• The Membership Principle also prohibits discrimination based on “social” characteristics. “Social” refers, first of all, to discrimination based on class. Since its earliest years, the co-operative movement has sought to bring together people of different classes; indeed, that is what distinguished it from some other nineteenth century ideologies.

“Social” also refers to culture, in which might be included ethnic and, in some instances, national identity. This is a difficult concept, however, because a few co-operatives are organised specifically among cultural groups, very often minority cultural groups. These co-operatives have every right to exist as long as they do not impede organisation of like co-operatives among other cultural groups; as long as they do not exploit non-members in their communities; and as long as they accept their responsibilities for fostering the development of the co-operative movement in their areas.

- 8• The Principle also includes a reference to “race.” In various drafts of the document circulated prior to the Congress, the reference to race was omitted. It had not been included in the belief that even the idea of “race” should not be accepted as an appropriate way to categorize human beings. “Race” can imply biological differences, a view that in the last 150 years has created cleavages within the human family resulting in bigotry, wars and genocide.

Discussions with co-operators around the world, however, suggested that not including a reference to “race” might be misleading: for example, some people, unfamiliar with the fundamental philosophic position of the co-operative movement, might conclude that it was acceptable to exclude people on the basis of “race.” For that reason, it was included in the membership principle accepted at the Congress so that there can be no doubt as to the movement’s position on the issue. Perhaps when the Principles are reviewed the next time, the reference can be dropped.

- 9• Co-operatives should also be open to people regardless of their political affiliation. Since its beginnings, the co-operative movement has encoura-

diren biztanle-talde guztiei eta gutxiengoei ere eskua luzatu behar diete. Baina inplikazio hori ez da karitatez egin behar; kooperatiba-ekintzarako aukeren azterketa zaindu, praktikoa eta berritzaile baten ondorio izan beharko luke.

- 7• Kide egiteko printzipioak gizarteezaugarriengatik baztertzea ere debekatu egiten du. “Gizarte-mailakoa” esaten denean, lehenik eta behin, gizarte-mailan oinarritutako bazterketa adierazi nahi da. Lehenengo urteetatik, kooperatiba-mugimenduak gizarte-maila desberdineko jendea hurbildu nahi izan du; berez, horrexek bereizi zituen kooperatibak beste ideologia batzuetatik XIX mendean.

“Gizarte-mailakoa” diogunean, aldi berean, kultura ere gogoan dugu, eta bertan, nortasun etnikoak eta zenbait kasutan nazio-nortasuna sartuko ditugu. Hala ere, hori oso kontzeptu zaila da, izan ere, kooperatiba gutxi batzuk kultur taldeen artean eratuta baitaude, askotan gutxiengoen kultur taldeen artean. Kooperatiba horiek lanean aritzeko eskubide osoa dute, beti ere beste kultur talde batzuei antzeko kooperatibak sortzea eragozten ez badiete; bere erkidegokoen artean ez badituzte bazkide ez direnak zapaltzen; eta dagozkien alorretan kooperatiba-mugimendu orokorraren garapena sustatzeko erantzukizuna onartzen badute.

- 8• Printzipioan “arrazari” ere egiten zaio aipamena. Biltzarra baino lehenago agiri hau zela-eta erabilitako zenbait zirriborrotan, ez zen arraza aipatzen. Ez zen aipatzen, batzuen iritziz “arrazaren” ideia bera ere ez zelako egoki jo behar gizakiak sailkatzeko. “Arraza” hitzak biologia-mailako desberdintasunak dakartza batzuetan, eta iritzi horrek azken 150 urteotan zatiketak ekarri ditu gizakion familiara; fanatismoa, gudak eta genozidioa ekarri ditu, ulertezinak diren mugetaraino.

Hala ere, mundu osoko kooperatibisten artean izandako eztabaiden ondorioz, “arraza” terminoa printzipioan ez aipatzeak nahasmena sor zezakeela ikusi zuten; esate baterako, kooperatiba-mugimenduaren funtsezko jarrera filosofikoa ezagutzen ez zuen baten batek pertsona bat “arrazarengatik” kooperatibatik kanpora dezaketela pentsa zezakeen. Horregatik, Biltzarrak kide egiteari buruz onartutako printzipioan jasotzea erabaki zen, eta ondorioz ez zen zalantzarik izango mugimenduak gai horretan zuen jarrerari buruz. Behar bada, hurrengo batean, printzipioak berriro aztertzean, erreferentzia hori ezabatzeke aukera izango dugu.

- 9• Kooperatibak ez die garrantzirik eman behar pertsona bakoitzaren ideia politikoei. Hastapenetatik, kooperatiba-mugimenduak alderdi edo ideia

ged people of different political allegiances and ideologies to work together. In that sense, it has tried to transcend the traditional ideologies that have created so much tension, unrest, and warfare in the late nineteenth and twentieth centuries. Indeed, this capacity to bring diverse people together for common goals is one of the great promises the movement offers to the twenty-first century.

- 10• Almost all co-operatives admit members regardless of religious beliefs. There are some, most commonly financial co-operatives, that are organised by churches and religious communities. Such organisations do not negate the principle as long as they do not impede organisation of like co-operatives among other religious groups; as long as they do not exploit non-members in their communities; as long as they co-operate with other co-operatives in every possible way; and as long as they accept their responsibilities for fostering the development of the general co-operative movement in their areas.
- 11• The Membership Principle has a close connection to the Education Principle and the Democratic Member Control Principle. The membership can play its role only if it is informed and if there are effective communications among members, elected leaders, managers, and (where applicable) employees.

Moreover, the membership can only feel involved if it is consulted and if it is confident that it will be heard. In that sense, while there is a necessity for elected leaders, managers, and staff to be competent, they must also be able to understand their members fully, regardless of religious or political beliefs, gender or sexual preference, cultural or social background.

- 12• “Membership” is arguably the most powerful - but often the most underrated - of all the Principles. In essence, it means there should be a special relationship between the co-operative and the people it essentially serves. That relationship should define the business conducted by the co-operative, affect the way it does that business, and shape its plans for the future. Further, a recognition of the centrality of “membership” must mean that co-operatives will be committed to a particularly high level of service to members, the main reason for their existence.

politiko desberdinetako pertsonak elkarrekin lan egitera animatu izan ditu. Zentzu horretan, XIX. eta XX. mendeetan zehar, halako tentsio, borroka eta gudak sortu dituzten ideologia tradizionalak alde batera uzten saiatu dira kooperatibak. Berez, pertsona desberdinak helburu komunak lortzeko elkartzeko gaitasun hori mugimenduak XXI. menderako eskaintzen duen agintza handietako bat da.

- 10• la kooperatiba guztiek bazkide berriak erlijio-garrantzirik eman gabe onartzen dituzte. Zenbait kooperatiba, finantza-kooperatibak batez ere, elizek eta erlijio-taldeek antolatu dituzte. Erakunde horiek ez dute printzipioa baliorik gabe uzten, baldin eta beste erlijio-talde batzuei antzeko kooperatibak sortzea eragozten ez badiete; euren erkidegokoen artean bazkide ez direnak zapaltzen ez badituzte; beste kooperatiba batzuekin elkarlanean aritzen badira eta horretarako ahalegin guztiak egiten badituzte; eta dagozkien alorretan, kooperatiba-mugimendu orokorra sustatzeko erantzukizuna onartzen badute.
- 11• Kide egiteko printzipioa oso lotuta dago hezkuntza eta bazkideen kudeaketa demokratikoaren printzipioarekin. Bazkideek lana egiteko ezinbestekoa da nahiko informazioa edukitzea eta komunikazio egokia egotea bazkideen, aukeratutako buruen, zuzendarien eta, halakorik balego, langileen artean.

Horrez gain, bazkideek euren burua erabilgarri ikusteko, beren iritzia zein den galdetu behar zaie, eta entzun egingo zaien konfidantza izan behar dute. Horrekin lotuta, aukeratutako buruek, administratzaileek eta zuzendaritza-taldeak trebeak izan behar badute ere, euren bazkideak ulertu egin behar dituzte, sinesmen erlijiosoak edo politikoak alde batera utzita, generoa edo sexu-joerak alde batera utzita edo kultur aurrekariak edo gizarte-aurrekariak alde batera utzita.

- 12• “Kide egitea” dugu, dudarik gabe, indarririk handiena duen printzipioa –nahiz eta askotan garrantzirik txikiena eman-. Funtsean, kooperatibaren eta kooperatibak oinarrian zerbitzatzen duen jendearen artean harreman berezia izan beharko litzatekeela esan nahi du. Harreman horrek zehaztu beharko litzateke kooperatibak egindako negozioak, negozioak egiteko modua baldintzatu, eta etorkizunera begira egin beharreko planak egituratu. Horrez gain, “kide-egiteari” garrantzi nagusia aitortzeak zera adierazi behar du: kooperatibak bazkideei zerbitzu ona eskaintzeko konpromisoa hartuko du, bazkideak baitira kooperatibak egiteko arrazoi nagusia.

## THE “DEMOCRATIC MEMBER CONTROL” PRINCIPLE

1• “Democracy” is a complex word. It can usefully be thought of as a listing of rights; indeed, the struggle for democratic rights on a political level is a common theme of the history of the last two centuries. Within co-operatives, “democracy” includes considerations of rights; indeed, rights and responsibilities. But it also means more: it means fostering the spirit of democracy within co-operatives, a never-ending, difficult, valuable, even essential, task.

The first sentence of this Principle in the 1995 Statement reads: “Co-operatives are democratic organisations controlled by their members, who actively participate in setting their policies and making decisions.” This sentence emphasizes that members ultimately control their co-operatives; it also stresses that they do so in a democratic manner. Further, it reaffirms the right of members to be actively involved in setting policies and in making key decisions.

In many co-operatives, this active involvement occurs at general meetings at which policy issues are discussed, major decisions are made, and important actions are approved. In other co-operatives, such as worker, marketing, or housing co-operatives, members are more routinely involved in the day-to-day operations of the co-operatives.

2• In all co-operatives, “men and women serving as elected representatives are accountable to the membership.” This sentence reminds elected representatives that they hold their offices in trust for the immediate and long-term benefit of members. Co-operatives do not “belong” to elected officials any more than they “belong” to the employees who report to these officials. They belong to the members, and all elected officials are accountable, at election time and throughout their mandate, for their actions to the membership.

3• The third sentence of this principle reads: “In primary co-operatives, members have equal voting rights (one member, one vote) and co-operatives at other levels are also organised in a democratic manner.

## PRINTZIPIOA: “KUDEAKETA DEMOKRATIKOA BAZKIDEEN ALDETIK”

1• “Demokrazia” oso hitz korapilatsua da. Eskubideen zerrendatzat jo daiteke; berez, politika-mailan, eskubide demokratikoak lortzeko izan diren borrokak azken bi mendeetako historian gauza komuna izan dira. Kooperatibetan, “demokraziak” eskubideak dakartza lotuta: zehazkiago, eskubideak eta erantzukizunak. Horrez gain, esanahi zabalagoa ere badu: kooperatiben barruan, demokraziaren izpiritua sustatu nahi da, amaiarik gabeko eginkizuna, zaila, baliagarria eta funtsezkoa ere badena.

Printzipio honen lehenengo esaldiak, 1995. urteko aldarrikapenekoak, honako hau dio: “Kooperatibak bazkideek demokratikoki kudeatzen dituzten erakundeak dira; bazkideek kooperatibaren politikak finkatzerakoan eta erabakiak hartzerakoan gogoz parte hartzen dute”. Esaldi horrek kooperatiba, azkenean, bazkideek kudeatzen dutela adierazten digu; modu demokratikoan egiten dutela ere azpimarratzen du. Horrez gain, bazkideek politikak finkatzen eta oinarrizko erabakiak hartzen zuzenean parte hartzeko duten eskubidea azpimarratzen du.

Kooperatiba askotan, bazkideen partehartze aktibo hori batzar nagusietan gauzatzen da, non politikei buruz eztabaidatzen den, erabaki garrantzitsuak hartzen diren eta ekintzak onartzen diren. Beste zenbait kooperatibatan, hala nola, lan-kooperatiba, merkataritzaedo etxebizitza-kooperatibetan, bazkideak kooperatiben eguneroko zereginetan maizago parte hartzen du.

2• Kooperatiba guztietan, “kooperatibak ordezkatzeko eta kudeatzeko aukeratu diren gizon-emakumeek bazkideen aurrean erantzun behar dute”. Esaldi horrek aukeratu diren ordezkariak gogora ekarri nahi die euren lanpostuak fideikomiso eran mantentzen dituztela bazkideen momentuko eta luzerako etekina lortzeko. Kooperatibak ez dira aukeratu diren buruen “jabetzakoak”, ez behitza, azpitik dituzten langileen jabetzakoak baino gehiago. Kooperatibak bazkideenak dira, eta buru guztiek euren ekintzenatik bazkideen aurrean erantzun behar dute, aukeratuak diren unean eta euren agintaldian zehar.

3• Printzipio honen hirugarren esaldiak honako hau dio: “Lehen mailako kooperatiben kasuan, bazkide guztiek boto-eskubide berak dituzte (bazkide bat, boto bat); beste mailletako kooperatibak, ere, demokratikoki daude antolatuta”.

This sentence describes the customary rules for voting in co-operatives. The rule for primary co-operatives is self-evident. The rule for voting at other than the primary level is open-ended in the belief that co-operative movements themselves are best able to define what is democratic in a given circumstance. In many secondary and tertiary co-operatives, systems of proportional voting have been adopted so as to reflect the diversity of interest, the size of memberships in associated co-operatives, and the commitment among the co-operatives involved. Such agreements should be reviewed periodically, and it is usually unsatisfactory if the smallest co-operatives in such arrangements have so little influence that they feel they are essentially disenfranchised.

### THE “MEMBER ECONOMIC PARTICIPATION” PRINCIPLE

- 1• This Principle reads: “Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their co-operative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the co-operative; and supporting other activities approved by the membership.”
- 2• Co-operatives operate so that capital is the servant, not the master of the organisation. Co-operatives exist to meet the needs of people, and this Principle describes how members both invest in their co-operatives and decide how to allocate surpluses.
- 3• “Members contribute equitably to, and democratically control, the capital of their co-operative.” This statement reinforces both the need for members to contribute capital to their co-operative and for them to do so in an equitable fashion. In essence, they can contribute capital in four ways.

First, in most co-operatives, members are required to invest in a membership share or shares in order to belong and to benefit from membership. Only rarely should such membership “share or shares” be paid any interest.

Esaldi horrek kooperatibetan egiten diren botazioetan erabiltzen diren ohiko arauak laburtzen ditu. Lehen mailako kooperatibetako araua argia da. Beste mailetako botazioetan, araua irekia da, egoera jakin batean demokratikoa zer den zehazteko egokienak kooperatibaberak diren ustean. Bigarren eta hirugarren mailako kooperatiba askotan, proportzioaren arabeko botazio-sistemak onartu dira, dauden interesak isladatzeko, elkarturik dauden kooperatiben bazkideisladatzeko eta parte hartzen duten kooperatiben arteko konpromisoa isladatzeko. Akordio horiek aldian-aldian aztertu beharko lirateke, eta ez dira zuzenak izango, egoera horretan dauden kooperatiba txikienek -duten eragin txikia dela eta- botoa emateko eskubiderik ez badute.

### PRINTZIPIOA: “BAZKIDEEN PARTAIDETZA EKONOMIKOA”

- 1• Printzipio honek zera dio: “Bazkideek kooperatiben kapitala osatzen laguntzen dute ekitate-legez, eta kapital hori demokratikoki kudeatzen dute. Kapital horren zati bat, gutxienez, kooperatibaren jabeago komunekoa da. Normalean, bazkideek konpentsazioa jasotzen dute, baldin bada; konpentsazio hori bazkide izateko emandako kapitalak mugatuko du. Bazkideek, soberakinak honako helburu hauetako batean edo guztietan inbertituko dituzte: kooperatibaren garapena lortzeko, horretarako erreserbak sortuz (horietako batzuk ezingo dira banatu); bazkideen irabazia, kooperatibekin egindako operazioen proportzioan; eta bazkideek onartutako beste jarduera batzuk bultzatzeko.”
- 2• Kooperatiben funtzionamenduaren arabera, kapitala zerbitzaria da eta ez antolamenduaren jabea. Jendeak dituen beharrei erantzuna emateko dira kooperatibak, eta printzipio honetan ondo zehaztuta geratzen da bai bazkideek kooperatiben kapitalean izaten duten partaidetza, bai soberakinak nola banatzen dituzten.
- 3• “Bazkideek kooperatiben kapitala osatzen laguntzen dute ekitate-legez, eta demokratikoki kudeatzen dute”. Esaldi horretan, alde batetik, bazkideek euren kooperatibetan kapitala jarri behar dutela azpimarratzen da, eta, bestetik, emate hori ekitatez egin behar dutela. Funtsean, kapitala lau modutara eman dezakete.

Lehenengoa: kooperatiba gehienetan, bazkideei partaidetza-titulu batean edo gehiagotan inbertitzea eskatzen zaie, kooperatibako kide izan eta dagozkion onurak lortu nahi baditu. Gutxi batzuetan besterik ez dira ordaintzen titulu horien gaineko interesak.

Second, as co-operatives prosper, they may create reserves, derived from the retained earnings of the organisation's activities. Normally, all or a significantly large proportion of these earnings are owned collectively, representing the collective accomplishments of members supporting their co-operative. In many jurisdictions this collective "capital" is not even divided among the members should the co-operative cease to exist; rather, it is distributed to community enterprises or other, associated co-operatives.

Third, co-operatives may have needs for capital far greater than what they can save from their economic activities. Many co-operatives expect that members will regularly contribute a portion of their dividends on some rotating basis or until retirement; in those cases co-operatives would not pay interest, the member benefiting from continuing participation and future dividends.

Fourth, co-operatives may have to make special appeals to members for further investments; indeed, more of them probably should do so. Under those circumstances, it is appropriate to pay interest on such investments, but at a "fair" rate. The return paid on such investments should be at a competitive, not a speculative rate: for example, the government or normal bank interest rate.

- 4• Members also control the capital of their co-operatives. There are two key ways in which they do so. First, regardless of how co-operatives raise capital for their operations, the final authority for all decisions must rest with the membership. Second, members must have the right to own at least part of their capital collectively, a reflection of what they have accomplished as a collectivity.
- 5• When the activities of co-operatives create surpluses, members have the right and the obligation to decide how those surpluses should be allocated. They allocate such surpluses for any or all of the following purposes.
  - a. They can choose to develop the co-operative, "possibly by setting up reserves, part of which at least would be indivisible." This approach, which in many co-operatives should be the normal way to allocate surpluses that are not returned to members, is vitally important in securing the long-term viability of the co-operative.

Bigarren: Kooperatibek, aurrera egin ahala, erreserbak sortzeko aukera izango dute, antolakundearen jardueretatik atxikitako irabazietatik. Normalean, irabazi horiek guztiak, edo gehienak, taldearenak dira, eta bazkideek kooperatibari lagunduz lortutako taldeko irabaziak dira. Jurisdikzio askotan, kooperatiba desagertzen denean "taldeko" kapital hori ez da bazkideen artean banatzen,; horren ordez, enpresa komunitarioen edo beste kooperatiba elkartuen artean banatzen da.

Hirugarrena: Kooperatibek behar duten kapitala, batzuetan, jarduera ekonomikoetatik aurreztu dezaketena baino askoz ere handiagoa izango da. Halakoetan, gerta daiteke bazkideek, txandaka edo jubilatuta arte, euren itzulketen zati bat ematea; hori da, behinik behin, kooperatiba askok espero dutena. Kasu horietan, kooperatibek ez lukete interesik ordainduko, eta ondorioz, bazkideek partaidetza jarraitik eta etorkizuneko irabazietatik etekina aterako lukete.

Laugarrena: behar bada, kooperatibek bazkideei deialdi berezia egin beharko diete, inbertsio osagarriak egiteko; berez, baliteke, kooperatiba askok hori egin behar izatea. Halakoetan, egokia da inbertsio horien gaineko interesak ordaintzea, baina "bidezko" tasa erabilita. Inbertsio horietan ordaindutako errentak lehiakorra izan behar du, eta ez espekulatiboa: adibidez, gobernuaren edo bankuen interes-tasa normala.

- 4• Bazkideek kooperatiben kapitala kudeatu ere egiten dute. Horretarako bi bide nagusi daude. Lehenengo eta behin, erabakien azken hitza bazkideek dute, operazioetan erabiliko den kapitalaren jatorria kontuan hartuta. Bigarrenik, bazkideek beren kapitalaren zati bat, gutxienez, talde-jabetzapean edukitzeko eskubidea izan behar dute, talde modura lortutakoaren islada gisa.
- 5• Kooperatiben ekintzek soberakinak sortzen dituztenean, bazkideek soberakin hori nola banatu erabakitzeko eskubidea eta betebeharra dute. Soberakin horiek helburu hauetako bat edo denak lortzeko banatzen dituzte: kooperatibaren garapenerako; bazkideen onurarako, beti ere, kooperatiban egindako operazioen proportzioan; eta bazkideek onartutako beste jarduera batzuei laguntzeko.
  - a) Kooperatiba garatzea aukera dezakete, "ziur aski erreserbak sortuz, eta horietako batzuk, gutxienez, banaezinak izango lirateke". Planteamendu horrek, kooperatiba askotan, bazkideei itzuli gabeko soberakinak esleitzeko bide arrunta izan beharko luke, eta oso garrantzi handia du kooperatibak luzera izango duen bideragarritasunerako.

b. They can choose to pay a return to members, usually referred to as the “dividend” based on the member’s participation in the co-operative. This is the traditional way to reward members for their support of the co-operative.

c. They can support other activities that are approved by members.

One of the most important activities they can - and should - choose to support is the further development of the co-operative movement, locally, nationally, regionally, and internationally.

### THE “AUTONOMY AND INDEPENDENCE” PRINCIPLE

1• Co-operatives in all parts of the world are very much affected by their relationship with the state. Governments determine the legislative framework within which co-operatives may function. In their taxation, economic and social policies, governments may be helpful or harmful in how they relate to co-operatives. For that reason, all co-operatives must be vigilant in developing open, clear relationships with governments.

At the same time, the Autonomy Principle addresses the essential need for co-operatives to be autonomous, in the same way that enterprises controlled by capital are autonomous in their dealings with governments.

2• The principle reads: “Co-operatives are autonomous, self-help organisations controlled by their members. If they enter into agreements with other organisations, including governments, or raise capital from external sources, they do so freely and on terms that ensure democratic control by their members and maintain their co-operative autonomy.”

3• In referring to “other organisations,” the Principle acknowledges the fact that, around the world, more co-operatives are entering into joint projects with private sector firms, and there is no reason to believe that this tendency will be reversed. It does stress, however, how important it is that co-operatives retain their freedom ultimately to control their own destiny whenever they enter such agreements.

b) Bazkideei itzulkin bat ordaintzea aukera dezakete, “dibidendua” ize-nekoa, bazkideak kooperatiban duen partaidetzan oinarritzen dena. Hori dugu kooperatibari laguntzeagatik bazkideak saritzeko modu tradizionala.

c) Bazkideek onartzen dituzten beste jarduera batzuk susta ditzakete.

Kooperatiba-mugimenduaren garapena da toki-mailan, nazioeskualdean eta nazioartean sustatu beharreko jarduera garrantzitsuenetako bat.

### PRINTZIBIOA: “AUTONOMIA ETA INDEPENDENTZIA”

1• Estatuarekiko harremana oso nabaria da mundu osoko kooperatibetan. Gobernuek zehazten dute kooperatibaren lege-esparrua, eta horren barruan funtzionatu beharko du kooperatibak. Gobernuek, zerga-politikan, ekonomia-politikan eta gizarte-politikan, kooperatiben alde edo aurka joka dezakete. Horregatik, kooperatiba guztiek gobernuekin erlazio argiak eta irekiak finkatzeko prest egon behar dute.

Autonomia-printzipioak azpimarratzen duenez, kooperatibek autonomoak izateko oinarritzko beharra dute, kapitalak kontrolatzen duen enpresa gobernuen aurrean autonomia den bezalaxe.

2• Printzipioak zera dio: “Kooperatibak, autolaguntzarako erakunde autonomoak dira, bazkideek berek kudeatzen dituztenak. Beste erakunde batzuekin akordioak sinatzen badituzte -gubernua barne-, edo kanpoko iturrietatik kapitala lortzen badute, bazkideen kontrol demokratikoa bermatzeko moduan eta kooperatibaren autonomia gordetzeko moduan egingo dute beti.”

3• “Beste erakunde” batzuk azaltzerakoan, printzipioak zera aitortzen du: mundu guztian, geroz eta kooperatiba gehiagok hainbat proiektu garatzen dute sektore pribatuko enpresekin, eta ez dago joera hori aldatu egingo dela pentsatzeko arrazoirik. Hala ere, azpimarratu ere egiten du oso garrantzitsua dela kooperatibek, etorkizunean, gai horiek negoziatzean, euren patua kontrolatzeko askatasuna gordetzea.

## THE “EDUCATION, TRAINING AND INFORMATION” PRINCIPLE

- 1• The co-operative movement has a long-standing and distinguished commitment to education. The 1995 Principle reads: “Co-operatives provide education and training for their members, elected representatives, managers and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of co-operation.”
- 2• This Principle emphasizes the vital importance played by education and training within co-operatives. Education means more than just distributing information or encouraging patronage; it means engaging the minds of members, elected leaders, managers and employees to comprehend fully the complexity and richness of co-operative thought and action. Training means making sure that all those who are associated with co-operatives have the skills they require in order to carry out their responsibilities effectively.

Education and training are also important because they provide excellent opportunities whereby co-operative leaders can understand the needs of their membership. They should be conducted in such a way that they continuously assess the activities of the co-operative and suggest ways to improve operations or to provide new services. A co-operative that encourages effective two-way communications between its members and leaders, while operating in an effective manner, can rarely fail.

- 3• The Principle ends by recognizing that co-operatives have a particular responsibility to inform young people and opinion leaders (for example, politicians, public servants, media representatives, and educators) about the “nature and benefits” of co-operation. In recent decades, too many co-operatives in too many countries have ignored this responsibility. If co-operatives are to play the roles of which they are capable in the future, it is a responsibility that will have to be better met. People will not appreciate, they will not support what they do not understand.

## PRINTZIPIOA: “HEZKUNTZA, PRESTAKUNTZA ETA INFORMAZIOA”

- 1• Kooperatiba-mugimenduak aparteko konpromisoa du, aspalditik, hezkuntzarekin. 1995. urteko printzipioak hau dio: “Kooperatibek bazkideei, aukeratutako ordezkariari, zuzendariei eta langileei hezkuntza eta prestakuntza eskaintzen dizkiete, kooperatiben garapenean eraginkortasunez lagun dezaten. Jendeari elkarlanaren izaerari eta onurei buruzko informazioa ematen diote, batez ere gazteei eta iritzietan gehien eragiten dutenei.
- 2• Printzipio honek, hain zuzen ere, hezkuntzak eta prestakuntzak kooperatiben barruan duten garrantzia azpimarratzen du. Informazioa banatzeaz edo erabiltzaile izatera bultzatzeaz gain, hezkuntzak zerbait gehiago eskatzen du; bazkideen adimenez, aukeratutako buruen adimenez, zuzendarien adimenez eta langileen adimenez konpromisoa hartu behar dutela esan nahi du, horrela, kooperatibaren pentsamendua eta ekintzak zein konplexuak eta aberatsak diren ondo ulertzeko. Prestakuntzak esan nahi du kooperatibetan sartuta dagoen pertsona orok bere erantzukizunak ondo betetzeko gaitasuna izango duela bermatzea.

Hezkuntza eta prestakuntza ere garrantzitsuak dira, horien bidez kooperatibetako buruek bazkideen beharrak ulertzeko aukera hobezina baitute. Ez dira edonola egin behar, kooperatibaren aktibitateak etengabe ebaluatzeko aukera eman behar baitute eta operazioak nola hobetu eta zerbitzu berriak nola lortu argitu behar baitute. Kooperatiba batek erlazioak bi norabideetan (bazkideen eta buruen artean) sustatzen baditu, zaila izango da porrot egitea.

- 3• Printzipioak, azkenik, honako hau aitortzen du: kooperatibek erantzukizun berezia dute gazteei eta iritzi publikoan eragin handia duten buruei elkarlanaren “izaerari eta onurei” buruzko informazioa emateko (adibidez, politikoak, funtzionarioak, komunikabideetako ordezkariak eta hezitzaileak). Azken hamarkadetan, herrialde gehiegitako kooperatiba gehiegik ez dio jaramonik egin erantzukizun horri. Kooperatibek, betetzeko gai diren erantzukizunak bete nahi badituzte, etorkizunean erantzukizun hori hobeto bete beharko dute. Ulertzen ez dena ez du inork ez estimatu ez bultzatuko.

## “CO-OPERATION AMONG CO-OPERATIVES”

- 1• This Principle reads: “Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional and international structures.”

This Principle, first articulated in the 1966 restatement of principles, has been followed to varying degrees since the 1850s. It was never more important as a principle than in the 1990s. Co-operatives must be free, particularly from government interference, as they work out allegiances, mergers, and joint ventures among themselves as they try to achieve their full potential.

Indeed, co-operatives can only maximise their impact through practical, rigorous collaboration with each other. They can achieve much on a local level, but they must continually strive to achieve the benefits of large-scale organisations while maintaining the advantages of local involvement and ownership. It is a difficult balancing of interests: a perennial challenge for all co-operative structures and a test of co-operative ingenuity.

Co-operatives around the world must recognize more frequently the possibilities of more joint business ventures. They must enter into them in a practical manner, carefully protecting the interests of members even as they enhance them. They must consider, much more often than they have done in the past, the possibilities of international joint activities. In fact, as nation states lose their capacity to control the international economy, co-operatives have a unique opportunity to protect and expand the direct interests of ordinary people.

- 2• Co-operatives must also recognize, even more than in the past, the necessity of strengthening their support organisations and activities. It is relatively easy to become preoccupied with the concerns of a particular co-operative or kind of co-operative. It is not always easy to see that there is a general co-operative interest, based on the value of solidarity and the principle of co-operation among co-operatives. That is why general co-operative support organisations are necessary; that is why it is crucially important for different kinds of co-operatives to join together when speaking to government or promoting “the co-operative way” to the public.

## PRINTZIPIOA: “KOOPERATIBEN ARTEKO ELKARLANA”

- 1• Printzipio honek ondorengo dio: “Kooperatibek bazkideentzat lan egiten dute, ahalik eta modu eraginkorrenean, eta kooperatiba-mugimendua indartu egiten dute, toki-egituren bidez, nazio-egituren bidez, eskualde-egituren bidez eta nazioarteko egituren bidez elkarrekin lan eginez.

Printzipio hau, lehenengoz, 1966. urteko printzipio-aldarrikapen berrian azaltzen dena, ez da intentsitateberberarekin jarraitzen 1850. urtetik. 1990. urtean printzipio gisa lortu duen garrantzia ez du lehenago inoiz izan. Kooperatibek loturak, fusioak eta enpresa bateratuak egiten dituztenean eta euren ahalmen guztia garatzen saiatzen direnean, aske egon behar dute, batez ere gobernuaren eraginpetik aske.

Egiaz, kooperatibek euren eragina areagotu nahi izanez gero, elkarren artean elkarlan praktikoa eta zorrotza egin beharko dute. Toki-mailan lorpen handiak egin ditzakete, baina maila zabalagoko erakundeen etekinak lortzeko ahaleginak egin behar dituzte etengabe, tokiko inplikazioaren eta asentamenduaren abantailak zaintzen dituzten bitartean. Interesen oreka zaila da: betirako erronka kooperatiba-egitura guztientzat, eta gainditu beharreko froga kooperatiben adimenerako.

Mundu osoko kooperatibek maizago ikusi behar dituzte “joint-venture” enpresen bidez negozioak egiteko aukerak. Modu praktikoan antolatu behar dituzte, hobetzen dituzten bitartean bazkideen interesak kontu handiz babestuz. Iraganean ez bezala, nazioarteko jarduerak batera garatzeko aukera kontuan hartu behar dute kooperatibek. Berez, estatu gehienek nazioarteko ekonomia kontrolatzeko gaitasuna galtzen duten heinean, kooperatibek jende arruntaren zuzeneko interesak babesteko eta zabalatzeko aukera hobe ezina dute.

- 2• Kooperatibek, aldi berean, elkarri laguntzeko antolakundeak eta jarduerak indartzeko beharra aitortu behar dute, iraganean baino are eta gehiago. Kooperatiba baten edo kooperatiba-mota berezi baten arazoengatik arduratzea neurri batean erraza da. Ez da beti erraza izaten, ordea, kooperatiben interes orokor bat badela ikustea, kooperatiben arteko elkartasunaren balioan eta elkarlanaren interesetan oinarrituta dagoena. Horregatik dira beharrezkoak kooperatibei laguntza orokorra emango dieten erakundeak; horregatik da oso garrantzitsua mota bateko eta besteko kooperatibak elkartzea gobernuekin hitz egiterakoan edo jendaurrean “kooperatiba-bidea” sustatzean.



## THE “CONCERN FOR COMMUNITY” PRINCIPLE

1• Co-operatives are organisations that exist primarily for the benefit of their members. Because of this strong association with members, often in a specific geographic space, co-operatives are also often closely tied to their communities. They have a special responsibility to ensure that the development of their communities - economically, socially, and culturally - is sustained. They have a responsibility to work steadily for the environmental protection of those communities. It is up to the members to decide how deep and in what specific ways a co-operative should make its contributions to their community. It is not, however, a responsibility that members should seek to avoid.

## PRINTZIPIOA: “ERKIDEGOAREKIKO INTERESA”

Kooperatibak batez ere euren bazkideen onurarako erakundeak dira. Bazkideekin dagoen lotura sendo horren ondorioz, askotan, geografia-muga jakin batean, kooperatibek euren erkidegoekin dituzten loturak ere sendoak izaten dira. Erkidegoen ekonomiaren, gizartearen eta kulturaren garapena mantentzeko erantzukizun berezia dute. Erkidego horietako ingurugiroa zaintzeko etengabe lan egiteko erantzukizuna dute. Hala ere, bazkideak dira kooperatiba batek erkidegoari ekarpenak nola eta zein neurritaraino egin behar dizkion erabaki behar dutenak. Ez da beraz bazkideek alde batera utzi dezaketen erantzukizuna.

## CONCLUSION

The co-operative principles cumulatively are the life blood of the movement. Derived from the values that have infused the movement from its beginnings, they shape the structures and determine the attitudes that provide the movement's distinctive perspectives. They are the guidelines through which co-operators strive to develop their co-operative organisations. They are inherently practical principles, fashioned as much by generations of experience as by philosophical thought. They are, consequently, elastic, applicable with different degrees of detail to different kinds of co-operatives in different kinds of situations. Above all, they require co-operators to make decisions: for example, as to the nature of the democracy of their institutions, the roles of different stakeholders, and the allocation of surpluses that are created. They are the essential qualities that make co-operators effective, co-operatives distinct, and the co-operative movement valuable.

### THE 1995 STATEMENT ON THE CO-OPERATIVE IDENTITY

*This Statement was adopted at the 1995 Congress and General Assembly of the International Co-operative Alliance, held in Manchester to celebrate the Alliance's Centenary. Recommended to the Congress by the ICA Board, the Statement was the product of a lengthy process of consultation involving thousands of co-operators around the world. The process was chaired by Ian MacPherson of Canada, who prepared numerous drafts of the Identity Statement and its Background Paper in an effort to understand the state and needs of the co-operative movement at the end of the twentieth century. He was assisted by a Resource Group that included Raija Itkonen from Finland, Hans Münkner from Germany, Yehudah Paz from Israel, Masahiko Shiraishi from Japan, Hans-Detlef Wülker from Germany and Bruce Thordarson, Director-General of the ICA.*

## AMAITZEKO

Printzipioak, guztiak batera hartuta, kooperatibamuina dira. Mugimenduak hastapenetatik zabalduetako baloreetan oinarrituta daude, egiturak osatzen dituzte eta mugimenduaren ezaugarri diren jarrerak zehazten dituzte. Jarraibide horiek hartzen dituzte kooperatibistek euren kooperatibak garatzen saiatzen direnean. Berez, printzipio praktikoak dira, belaunaldien esperientziaren ondorioz eta pentsamendu filosofikoaren ondorioz sortutakoak. Ondorioz, malguak dira, eta kooperatiba desberdinetan, egoera desberdinetan zehaztaperen-maila desberdinez ezar daitezke. Horren guztiaren gainetik, kooperatibistei erabakiak harrarazten dizkiete: adibidez, euren erakundeen demokraziak nolakoa izan behar duen, partaideen eginkizunak zeintzuk diren eta sortutako soberakinak nola banatu. Ezauzgarri horiek bihurtuko dute kooperatibista eraginkor, kooperatibak desberdin, eta kooperatiba-mugimendua baliotsu.

### 1995. URTEKO ALDARRIKAPENA, KOOPERATIBEN NORTASUNARI BURUZKOA

*Aldarrikapen hori Nazioarteko Kooperatiba Aliantzaren 1995. urteko biltzarrean eta batzar nagusian onartu zen; biltzarra eta batzar nagusia Manchesterren egin ziren, aliantzaren mendeurrena ospatzeko. Aldarrikapena NKako kontseiluak gomendatu zion Biltzarrari, eta mundu osoko kooperatibisten artean egindako kontsulta-prozesu luze baten emaitza izan zen. Prozesu hori Ian MacPherson kanadiarrak zuzendu zuen, eta nortasunari buruzko aldarrikapenaren hainbat zirriborro eta txosten prestatu zituen, kooperatiba-mugimenduak XX. mendearen bukaeran duen egoera eta beharrak ulertzeko. Baliabide-talde baten laguntza izan zuen: Raija Itkonen (Finlandia), Hans Münkner (Alemania), Yehudah Paz (Israel), Masahiko Shiraishi (Japonia), Hans-Detlef Wülker (Alemania) eta Bruce Thordarson, NKako zuzendari nagusia.*

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**INTO THE TWENTY-FIRST  
CENTURY:  
CO-OPERATIVES YESTERDAY,  
TODAY AND TOMORROW**

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**XXI. MENDEAREN  
ATARIAN.  
KOOPERATIBAK ATZO,  
GAUR ETA BIHAR**

## **INTO THE TWENTY-FIRST CENTURY: CO-OPERATIVES YESTERDAY, TODAY AND TOMORROW**

People in nearly every country around the globe have benefited from co-operatives. They have done so under all kinds of governments, within every kind of economy, and amid all the divisions - gender, race, religion, politics, and culture - that typify the human condition.

Indeed, there are few limits to what people can accomplish when they work together for their mutual benefit. The past accomplishments of the international co-operative movement demonstrate that simple truth. The present strength of co-operatives around the world further affirms it; the future needs of the human family demand its reconfirmation.

### **PEOPLE WORKING TOGETHER - THE NINETEENTH CENTURY**

People formed the first, continuous, organised, co-operative traditions in Europe during the tumultuous 1840s when industrial and urban change was radically transforming how many people lived. In the industrial cities people were confronting social dislocation in slums that created living conditions unlike any experienced by earlier generations. Workers were alienated from their work, family life was disrupted, and the basic requirements of life - food, housing, savings, employment - were continuously at risk. At first, only a few people could see how co-operatives could improve such deplorable conditions; before the century ended, hundreds of thousands had grasped the possibilities.

In 1844, a group of workers in Rochdale organised a consumer co-operative to provide "pure food" at "honest rates." Their efforts proved to be remarkably successful and led quickly to the creation of hundreds of co-operatives in Great Britain; they in turn joined together to form extensive co-operative wholesaling systems in both England and Scotland. In fact, the wholesales became among the largest and most innovative businesses in the United Kingdom as the century came to an end. They also sparked the formation of similar movements and organisations among consumers in most other industrialized countries in Europe.

## **XXI. MENDEAREN ATARIAN KOOPERATIBAK ATZO, GAUR ETA BIHAR**

Munduko ia herrialde guztietan, jendeak kooperatibetatik onura ateratu du. Gobernu-mota guztiekin, ekonomia-mota guztien barruan eta gizakiaren izaera baldintzatzen duten ezaugarriak edozein izanda ere -sexua, arraza, erlijioa, politika eta kultura-, onura ateratu dute.

Berez, oso muga gutxi dago jendeak taldean bildu eta elkarren onerako lan egiten duenean lor ditzakeen etekinei dagokienez. Iraganeko nazioarteko kooperatiba-mugimenduak izandako lorpenek egia sinple hori erakusten dute. Gaur egun, mundu osoan zehar kooperatibek duten indarrak are eta argiago baieztatzen du; giza familiak etorkizunean izango dituen beharrek berriro baieztatzea eskatzen dute.

### **JENDEA ELKARTUTA LANEAN - HEMERETZIGARREN MENDEA**

Jendeak 1840ko urte istilutsuetan sortu zituen Europako lehenengo kooperatiba jarraiak eta antolatutakoak, industriari eta hiriari eragindako aldaketek bizimodua zeharo aldatu zutenean. Industria-hirietan, biztanleek auzo pobreenetan gizarte-dislokazioari aurre egin behar zioten, eta horrek bizitzaren baldintza berriak sortu zituen, aurreko belaunaldietan ez bezalakoak. Langileak euren lanarekin alienatuta geratu ziren, familia-bizitzak kalteak jasan zituen, eta bizitzeko oinarriko baldintzak -janaria, etxebizitza, aurrezkiak, enplegua- arriskuan zeuden beti. Hasieran, pertsona bakar batzuek ikus zezaketen kooperatibek nola hobeto zitezaketen baldintza higuigarri horiek; mendea bukatu baino lehen, ehundaka mila pertsona konturatu ziren aukera horretaz.

1844. urtean, Rochdaleko langile-talde batek kooperatiba bat antolatu zuen, "kalitatezko produktuak" "bidezko prezioan" saltzeko. Egin zituzten ahaleginak izan zuten fruitua eta, ondorioz, Britainia Handian ehundaka kooperatiba sortu zituzten; aldi berean, handizka saltzeko kooperatiba-sistema zabalak sortzeko elkartu ziren, bai Ingalaterran bai Eskozian ere. Izan ere, handizkako salmenten negozioa, mende bukaeran, Erresuma Batuko negozio handienetakoa eta berritzaileenetakoa bilakatu zen. Ondorioz, Europako herrialde industrializatu gehienetako kontsumitzaileen artean antzeko mugimenduak eta erakundeak sortzea bultzatu zuen.

Also in the 1840s, French labourers organised some of the first successful worker production co-operatives. They sought to substitute worker initiative and accountability for the hierarchical management systems typical of the Industrial Revolution. Their approach spread quickly throughout industrialised countries, carried by the trades union and political movements of the working classes. By 1900, it had become well known in many of the countries of Europe and the Americas; it was at once a successful participant in the Industrial Revolution and a severe critic of its most dehumanizing tendencies.

In the 1840s, but particularly the following decade, a diverse group of people started co-operative banking, especially in the German states. The earliest successful promoter of this form of co-operation was Hermann Schultze-Delitsch, who worked among artisans and small merchants. He was soon joined by Freiderich Raiffeisen, who encouraged co-operative banking among rural people. From Germany, the banking movement spread to Italy and France; by 1900, it had been taken to Africa, Asia, and the Americas.

Moreover, as the century progressed, consumer and some agricultural co-operatives developed wholly-owned banking institutions to meet their own needs as well as those of their members. Many of them grew quickly, accumulating the savings of tens of thousands of people and financing large economic activities from factories to plantations to marketing companies. By the end of the century, the co-operative banking movement in its different forms was well established and flourishing.

Meanwhile, much of rural Europe was being drained of its population. Young people moved to cities searching for work; millions left to settle in new lands around the world. For those who remained on the farms, there was much to learn if they were to survive. They had to study new methods of agricultural production; they had to understand how to manage money; they had to purchase reliable supplies at the lowest price; and they had to find out how to market their produce effectively. As the century wore on, an increasing number of rural people found they could achieve all these objectives most effectively through co-operative organisations.

Thus, in the 1880s, farming people, especially in Denmark, Germany and Great Britain, started to form agricultural production co-operatives. Once begun, agricultural co-operatives spread to many countries and to all

1840. inguruko urteetan ere, langile frantsesek lehenengo lan-kooperatiba arrakastatsuak antolatu zituzten. Industria Iraultzako kudeaketa-sistema hierarkikoak aldatzea pentsatu zuten, eta horren ordez langileen ekimena eta erantzukizuna azpimarratzea. Planteamendu hori oso azkar zabaldu zen gainontzeko industria-herrialdeetara, sindikatuei eta langile-munduko mugimendu politikoei esker. 1900. urterako, Europako eta Ameriketako herrialde askotan ezagutzen zuten; aldi berean, Industria Iraultzaren barruko partaide arrakastatsua eta gizatasunik gabeko joeren kritiko zorrotza zen.

1840. urtearen inguruan, eta hurrengo hamarkadan bereziki, pertsonaltalde bariatu batek banku-kooperatibari ekin zion, Alemaniako estatuetan bereziki. Kooperatiba-mota horren lehenengo bultzatzaile arrakastatsua Schultze-Delitsch izan zen, artisauen eta merkataritxikien artean lan egin zuena. Gutxira, Freiderich Raiffeisen agertu zen, kooperatibalanda-munduan sustatu zuena. Alemaniatik, banku-mugimendua Italiara eta Frantziara hedatu zen; 1900. urterako, Afrikara, Asiara eta Ameriketara iritsia zen.

Horrez gain, mendea aurrera zihoan heinean, kontsumo-kooperatibek eta zenbait nekazaritza-kooperatibek euren jabegekoko banketxeak garatu zituzten, kooperatiben beharrei, baita bazkideen beharrei ere, erantzuteko. Banku horietako askok hazkunde azkarra izan zuen, milaka eta milaka pertsonen aurrezkiak pilatu zituzten eta ekonomia-jarduera handiak finantzatu zituzten –fabriketatik hasita, marketin-fabriketara, plantazioak barne–. Mende bukaerarako, kooperatiba-bankuen mugimendu-mota guztiak ongi finkatuta zeuden eta loratzen jarraitzeko bidean.

Bitartean, Europa nekazariaren zati handi bat jenderik gabe geratzen ari zen. Gazteak hirietara joan ziren, lan bila; milioika pertsona munduan zehar mugitu zen, lur berrietan finkatzeko. Landetxeetan gelditu zirenak, berriz, bizitzen irauteko gauza asko ikasi behar izan zuten. Nekazaritza-ekoizpenerako metodo berriak ikasi behar izan zituzten; dirua kudeatzen ikasi behar izan zuten; ahalik eta salneurri bajeuean hornigai fidagarriak erosi behar izan zituzten; eta euren produktuak modu eraginkorrean nola merkaturatu ikasi behar izan zuten. Mendea aurrera zihoan heinean, geroz eta baserriar gehiago helburu horiek kooperatiben bidez hobeto lortzeko aukera zegoela konturatu zen.

Beraz, 1880. urtearen inguruan, nekazariak, Danimarka, Alemania eta Britainia Handikoak bereziki, nekazaritza-kooperatibak sortzen hasi ziren. Hasi eta gero, nekazaritza-kooperatibak herrialde askotan zehar

kinds of commodities. It was an approach that simultaneously worked to improve the quality of production, to stabilize the supply of farm commodities, and to help ensure a better way of life for farm families. Indeed, it was an approach that could be - and was - embraced by other primary producers, including fishing people and woodcutters.

As the century came to an end, yet a fifth tradition of co-operative action became evident in Europe and some other parts of the world as well. It consisted of people joining together to provide themselves with different kinds of services, such as insurance, housing, and child care. There seemed to be few limits to the possibilities of co-operative action.

These traditions grew out of rich intellectual sources in the nineteenth century. Co-operative thinkers addressed all the great issues of the day and, indeed, many of the issues that still preoccupy human beings: What are the limits of democracy? How can men and women organise their societies so that they treat each other more equitably? How can the economy be changed so that it will be both more efficient and more ethical? What are the fair claims of workers? How much should capital be paid? How can the economy be organised to produce sufficient consumer goods at fair prices and good quality to meet the needs of everyone? How can better communities be built?

The co-operative answers to these questions varied in emphasis in Europe and co-operators in other parts of the world soon would bring their own subtly different answers to these questions. The important thing, though, is that in the late nineteenth century there was a large and significant group of co-operative theorists who tried to answer such questions. They included: J.T.W. Mitchell, Charles Gide, George Holyoake, Henry Woolf, Beatrice and Sydney Webb. These theorists, many of whom worked for co-operatives, created a rich body of co-operative thought that provided a unique perspective on the modern world. Moreover, it was a body of thought capable of speaking usefully to succeeding generations, including the one entering the twenty-first century.

Because of these intellectual associations and because of the deep involvement with economic and social changes, the movement at the end of the nineteenth century possessed a remarkable vitality. In this regard, the work of the Co-operative Women's Guild, organised in the United King-

hedatu ziren, baita merkantzia-mota guztietara ere. Planteamendu horrek ekoizpenaren kalitatea hobetzeaz gain, nekazaritzako merkantzien horniketa estabilizatu egin zuen eta landetxeetan bizi ziren familien bizimodua hobetu egin zuen. Izan ere, planteamendu hori lehen sektoreko beste ekoizle batzuek ere jarrai zezaketen, eta jarraitu ere egin zuten, arrantza-le eta egurgileak barne.

Mendea bukatzen zihoan heinean, Europan, kooperatiba-ekintzaren bosgarren tradizio bat indartzen ari zen, baita munduko beste zenbait lekutan ere. Izan ere, jendea elkartu egin zen hainbat zerbitzu lortzeko, hala nola aseguruak, etxebizitzak eta haurzaintza bezalako zerbitzuak lortzeko. Kooperatiba-ekintzaren aukerek muga gutxi zutela zirudien.

Tradizio horiek hemeretzigarren mendeko iturri intelektual aberatsetatik sortu ziren. Kooperatibetako pentsalariek garai hartako gai garrantzitsuenak landu zituzten, eta horien artean, gaur egun oraindik gizakia kezkatzen duten gai asko zeuden: Zeintzuk dira demokraziaren mugak? Nola antola ditzakete gizon-emakumeek euren gizarteak, orekatuagoak izateko? Nola aldatu ekonomia, eraginkorragoa eta etikoagoa izateko? Zeintzuk dira langileen aldarrikapen zuzenak? Nola ordaindu kapitala? Nola antolatu ekonomia, mundu guztiaren beharrei erantzuteko adina kontsumolortzeko bidezko prezioan eta kalitate onarekin? Nola eraiki erkidego hobeak?

Kooperatibek galdera horiei emandako erantzunek ez zuten indar berbera Europan zehar, eta, aldi berean, munduko gainontzeko herrialdeetako kooperatibistek, ere, galdera horiei beste erantzun batzuk eman zizkieten, ñabarduretan diferentek zirenak. Hala ere, XIX. mende bukaerarako kooperatibisten artean teorizatzaile-multzo handi eta azpimarragarria sortu zen, galdera horiei erantzunak ematen saiatu zena. Besteak beste, honako teorizatzaile hauek azpimarratuko ditugu: J.T.W. Mitchell, Charles Gide, George Holyoake, Beatrice eta Sidney Webb eta Henry Woolf. Teorizatzaile horiek, asko kooperatibetan lan egin zutenak, kooperatiba-pentsamenduaren korrante aberats bat sortu zuten, mundu modernoaren ikuspegi bakarra ekarri zuena. Horrez gain, pentsamendu-korrante haren esanak ondorengo belaunaldiei ere balio zien, baita orain XXI. mendean sartuko den belaunaldiari ere.

Lotura intelektual horiengatik eta ekonomian eta gizartean izandako aldaketekiko inplikazio sakonengatik, mugimenduak indar sendoa zuen hemeretzigarren mendearen bukaerarako. Zentzu horretan, Emakume Kooperatibisten Gremioaren lana, Erresuma Batuan 1883. urtean antolatu zena,

dom in 1883, was particularly notable. It promoted the causes of female emancipation, along with self-help for the poor, with great dedication and much enthusiasm. In many ways, it was the conscience of the national movement, the strongest early manifestation of the need for co-operators to “care for others”. It was a tradition that was carried into the international movement by the International Co-operative Women’s Guild, organised in 1921.

Thus, as the twentieth century dawned, the co-operative movement was thriving in many countries. It possessed a compelling, distinctive co-operative philosophy that sustained five major co-operative traditions. Those traditions, in turn, provided varied perspectives on how best to organise the movement from the viewpoints of the consumer, the industrial worker, the saver/borrower, the primary producer, and the service provider. Because of that diversity, the movement was more complex than other ideologies: for example, those that would base social relationships primarily on the needs of capital or the value of labour. It was not, therefore, a movement that could easily be united; it was a movement whose subtle message could not always easily be understood.

Indeed, one of the challenges that obviously flowed from the emergence of these different traditions was how they could most effectively be mingled together. It was a long term challenge taken up by the International Co-operative Alliance when it was formed in 1895; in some ways, it still remains as another century begins.

Much more importantly, though, those five traditions offered multiple ways in which large numbers of people could use co-operative organisations for their benefit. They meant that when one kind of co-operative encountered difficulties, others could well be thriving. Indeed, diversity of use and perspective became one of the inherent advantages of the co-operative movement. It, along with examples of outstanding successes and a rich intellectual tradition, are debts co-operators a century later still owe to their nineteenth century forebears.

## **PEOPLE WORKING TOGETHER - THE TWENTIETH CENTURY**

Despite some setbacks and many continuing challenges, the co-operative movement has flourished around the world during the twentieth century.

bereziki nabaria izan zen. Emakumearen emantzipazioa eta behartsuen autolaguntza sustatu zituen, interes handiz eta gogo betez. Nolabait, nazioko mugimenduaren kontzientzia zen; kooperatibistek “besteengatik arduratzeko” zuten beharraren lehenengo adierazpena izan zen. Tradizio hori Emakume Kooperatibisten Gremioak (1921 urtean sortua) zabaldu zuen nazioarteko mugimendura.

Ondorioz, XX. mendearen atarian, kooperatiba-mugimendua aurrera zihoan herrialde askotan. Kooperatiba-filosofia eraginkorra eta berezia zuen eta bost kooperatiba-tradizio diferente zekartzen atzetik. Tradizio horiek, aldi berean, mugimendua hobeto antolatzeko ikuspuntu desberdinak eskaintzen zituzten: kontsumitzailearen ikuspuntua, industrietako langilearen ikuspuntua, aurreztaile/mailegariaren ikuspuntua, lehen mailako ekoizlearen ikuspuntua eta zerbitzuak eskaintzen dituenaren ikuspuntua. Dibertsitate horren ondorioz, mugimendua gainontzeko ideologiak baino korapilatsuagoa zen, adibidez, gizarte-harremanak batez ere kapital-premian edo eskulanaren balioan oinarritzen zituztenak baino korapilatsuagoa. Ondorioz, mugimendu hori ez zen bateratzen erraza; mugimendu horrek azaltzen zuen mezu sutila ez zen beti erraz ulertzen.

Tradizio desberdin horien ondorioz sortutako erronketako bat, hain zuzen ere, kooperatibak euren artean ahalik eta ondoen nola elkartu izan zen. Epe luzera bete beharreko erronka zen, Nazioarteko Kooperatiba Aliantzak sortu zenean (1895) hartu zuena; eta nolabait, orain ere, beste mende baten hasieran gaudenean, indarrean dirau.

Hala ere, bost tradizio horiei esker, makina bat jendek hainbat eta hainbat bide zituen kooperatibak norberaren onurarako erabiltzeko, eta hori askoz ere garrantzitsuagoa da. Beraz, kooperatiba-mota batek zailtasunak zituenean, gainontzekoek aurrera egiteko aukera zuten. Berez, erabilpen desberdinak eta ikuspuntu desberdinak kooperatiba-mugimenduaren berezko abantaila bilakatu ziren. Arrakasta garrantzitsuen adibideekin batera eta tradizio intelektual aberatsarekin batera, horiek dira kooperatibistek, oraindik, mende bat beranduago, hemeretzigarren mendeko arbasoekin dituzten zorrak.

## **JENDEA ELKARTUTA LANEAN - HOGEIGARREN MENDEA**

Nahiz eta zenbait ezusteko izan eta etengabe erronka asko agertu, kooperatiba-mugimendua, hogeigarren mendean zehar, loratzea izan du

In fact, the growth is so remarkable that relatively few co-operators are aware of its extent, complexity, and vitality. Almost every country in the world possesses co-operative organisations. Moreover, human beings have been incredibly creative in the range of co-operatives they have formed; in the process, they have met co-operatively virtually every human need from the cradle to the grave.

Much of the growth in the early part of the century was possible because the movement was so adept in promoting its own development. On an international level, the International Co-operative Alliance provided a forum for the exchange of ideas, the promotion of existing and new co-operatives, and the beginnings of international co-operative trade. On a national level, many movements supported extensive educational activities by publishing newspapers, pamphlets, journals, and books. They pioneered in adult education and life-long learning; a few even built co-operative colleges to train the movement's employees and elected leadership. Some national movements sponsored the production of films, while others advertised themselves - and the movement - over radio as that medium became more pervasive. In the process, they attracted the support of many kindred organisations including farm groups, churches, women's organisations, and trade unions; a few became closely tied to political parties.

The result was that co-operatives in nearly all the democratic, industrialized countries of Europe made remarkable progress. There were problems, of course, as the century progressed, such as takeovers of national movements by communist governments, adversities during the Great Depression, the closure of co-operatives by fascist regimes, and vigorous competition from multinational firms, particularly after 1945. But these were more than offset by the remarkable growth achieved by all kinds of co-operatives. Their accomplishments were marked by the large co-operative buildings they constructed, the impressive market shares they achieved, and the influence they wielded within the International Co-operative Alliance.

Co-operative movements outside of Europe, however, ultimately made even more dramatic progress. A few of them were largely started by immigrants from Europe, women and men who brought with them a deep understanding of the possibilities of co-operative action. In particular, settlers on the frontiers of North and South America, as well as Australasia

mundu osoan zehar. Berez, hain da nabaria hazkundera, neurri batean kooperatibista gutxi ikusten baitu mugimenduen zabalera, konplexutasuna eta bizitasuna. Munduko ia herrialde guztietan daude kooperatibak. Horrez gain, gizakiak sormen-gaitasun ikaragarria azaldu du kooperatibamota desberdinak sortzeko orduan; gizakiak, prozesu horretan zehar, jaiotzen denetik hiltzen deneraino dituen behar guztiei erantzuteko kooperatiba-motak sortu ditu.

Mendearen hasieran izan zen hazkundera, neurri handi batean, mugimendua bere garapen propioa sustatzen oso iaioa zelako gertatu zen. Nazioartean, Nazioarteko Kooperatiba Aliantzak halako foro bat sortu zuen ideiak trukatzeko, lehenagotik sortuta zeuden kooperatibak eta kooperatiba berriak sustatzeko eta kooperatiben nazioarteko merkataritzaren has-tapenetan laguntzeko. Nazio-mailan, mugimendu askok hezkuntzazabalak babestu zituzten eta egunkariak, liburuxkak, aldizkariak eta liburuak argitaratu zituzten. Helduei zuzendutako hezkuntzan eta bizitza osorako ikaskuntzan aitzindariak ziren; zenbait mugimenduk kooperatiba-eskolak eraiki zituzten, langileak eta mugimenduan aukeratutako buruak prestatzeko. Nazio batzuetako zenbait mugimenduk pelikulen ekoizpenak sustatu zituzten, eta beste zenbaitek euren burua irratiz iragarri zuen -baita mugimendua bera ere-, irratia ospetsu bihurtu zenean. Prozesuan, antzeko erakundeak laguntza jaso zuten, hala nola nekazari-taldeak, elizak, emakumeen elkarteak, eta sindikatuak; eta beste zenbaitek harreman estuak sortu zituen alderdi politikoekin.

Ondorioz, Europako ia herrialde demokratiko industrializatu guztietan, kooperatibek garapen nabaria izan zuten. Baina mendea aurrera zihoan heinean, jakina, arazoak agertu ziren, hala nola gobernu komunistek nazioarteko mugimendu batzuk bereganatzea; Depresio Handiak ekarri zituen arazoak; erregimen faxistek kooperatibak itxi izana; eta enpresa multinazionalen lehia izugarria, bereziki 1945. urtetik aurrera. Hala ere, arazo horiek kooperatibek izan zuten hazkunde izugarriarekin konpentsatuta geratu ziren. Kooperatibek izan zituzten lorpen handiak kooperatibaraikin handietan, merkatuan lortu zituzten partaidetza izugarrietan eta Nazioarteko Kooperatiba Aliantzaren lortu zuten eraginean isladatu ziren.

Hala ere, kooperatiba-mugimenduak Europatik kanpora ere eta indar handiagoarekin garatu ziren. Gutxi batzuk Europako inmigranteek sortu zituzten, kooperatiba-ekintzak eskaintzen zituen aukerak sakonetik ezagutzen zituzten gizon-emakumeek. Bereziki, Hego eta Ipar Ameriketako kolonizazio-mugutako kolonoek, baita Australiak eta Afrikako zenbait lurraldek



and parts of Africa, embraced co-operatives as effective ways to help each other and to maximize their influence on international markets. Indeed, many of the largest co-operatives of the late twentieth century had their roots in this settlement experience.

More commonly, though, organised co-operative movements outside Europe were started through the direct action of imperial and colonial governments. Such imperial powers as the United Kingdom, France, and Germany generally encouraged the formation of co-operatives for many reasons. In some instances, they wanted to develop colonial economies, especially for the export of staple commodities, like sugar, tea, cacao, and grains: creating marketing co-operatives was often a very useful way to do so. In other instances, they wanted to undermine the power of money lenders, especially among farm people attempting to grow products for sale at home or overseas. In yet other situations, they were responding to public servants and missionaries who promoted co-operatives as ideal ways to encourage democratic practices.

For whatever reasons, most of the European imperial powers encouraged the development of co-operatives. In all too many instances, though, they fostered movements that tended to be organised “from the top down” in order to meet government or business needs. The result was a legacy of paternalistic government involvement in co-operatives throughout many parts of the world; it is a legacy that is still of concern in some parts of the globe.

Nevertheless, co-operatives outside of Europe must not be seen as mere extensions of the European movements. Co-operatives ultimately survive because they effectively meet economic needs and because people support them for their own reasons. Moreover, co-operatives possess the wonderful capacity to be absorbed into dramatically diverse cultures, to reflect ultimately different motivations, and to flourish under widely varying circumstances. Thus, though some co-operatives in economically-developing countries were started by imperial governments, they thrived only if the indigenous or colonial peoples absorbed them into their own traditions.

Moreover, co-operatives could often be seen as being modern, legal forms of the spontaneous co-operative activities to be found among apparently all peoples. In fact, virtually all peoples around the world, through their family, clan and cultural associations, have instinctively practised mutual aid.

ere, kooperatibak hartu zituzten nazioarteko merkatuetan elkarri laguntzeko eta eragina areagotzeko. Egiaz, hogeigarren mendearen bukaerako kooperatiba handienetako askok kolonizazioaren esperientzia horretan dute jatorria.

Dena den, Europatik kanpora, kooperatiba-mugimenduen hasiera gobernu inperialen edo kolonialen zuzeneko ekintzen ondorioz gertatu da. Botere inperialak, Erresuma Batuak, Frantziak eta Alemaniak, batez ere, orokorrean kooperatiben sorrera sustatu zuten, hainbat arrazoiengatik. Zenbait kasutan, ekonomia kolonialak garatu nahi zituzten, bereziki, oinarriko lehengaiak esportatzeko, hala nola azukrea, tea, kakaoa eta zerealak: askotan, merkaturatze-kooperatibak sortzea oso erabilgarria izaten da horretarako. Beste zenbait kasutan, mailegu-emaileen boterea ahuldu nahi zuten, bereziki nazioan bertan edo atzerrian saltzeko produktuak lantzen saiatzen ziren nekazarien artean. Beste zenbaitetan, funtzionarioei eta misiolariei erantzuteko sortzen zituzten kooperatibak, demokrazia garatzeko modu aproposa zirelakoan bultzatzen baitzituzten.

Edonola izanda ere, Europako botere inperial gehienek kooperatiben garapena sustatu zuten. Dena den, gehienetan, “goitik behera” antolatutako mugimenduak sustatu zituzten, gobernuaren edo enpresen beharrei erantzuteko. Ondorioz, munduko leku askotan, gobernuak kooperatibetan eginkizun paternalista izan du; eta munduko zenbait lekutan oraindik gordezten den lotura paternalista hori kezagarria da.

Dena den, Europatik kanpo dauden kooperatibak, ez dira mugimendu europarren hedadura soilak. Azken finean, kooperatibek irauten badute, behar ekonomikoak behar den bezala betetzen dituztelako eta jendeak gogoz laguntzen duelako da. Horrez gain, kooperatibek kultura desberdinetan egokitzeko gaitasuna dute, motibazio desberdinak isladatuz eta egoera desberdinetan loratuz. Ondorioz, nahiz eta garapen-bidean dauden zenbait herrialdeetako zenbait kooperatiba gobernu inperialak sortuak izan, gaur egunerarte iraun badute, bertako herriak edo herri kolonialak bere ohitura propioetan hartu zituelako izan da.

Kooperatibak, gainera, itxura denez herri guztietan lehendik gauzatzen zen elkarlaguntza garatzeko modu moderno eta legezkatzat har zitezkeen askotan. Berez, munduko ia herrialde guztiek izan dute, familiarteko taldeen bidez, kultur taldeen bidez eta klanen bidez, elkarri laguntzeko ohitura instituboa.

It is not surprising, therefore, that many of the governments of southern countries, as they broke away from the European empires, encouraged the further development of co-operatives for their own reasons and in their own ways. Some of the most prominent of the independence leaders, such as Nehru and Kenyatta, were staunch supporters of co-operatives. Many of the former colonies that emerged as proud, independent states after 1945, therefore, such as India, Sri Lanka, and Kenya, were able to foster strong co-operative movements. The Indian movement, in particular, became one of the largest, most dynamic and most sophisticated in the world.

In the course of the twentieth century, too, many other countries embraced co-operative forms of organisation as they industrialized and entered more fully into international markets. Nowhere was this trend more obvious than in Asia. Co-operatives were particularly significant participants in the economic recovery of Japan after 1945, where they were central to the reorganisation of agriculture and fishing industries as well as the retail trades. In other parts of Asia, too, such as Korea and Indonesia, financial, agricultural and worker co-operatives made substantial progress.

Understandably, as Asian co-operative organisations emerged, they were significantly different from their European counterparts. Invariably, they drew upon their own rich political, economic and social experiences, religious beliefs and social thought. Asian co-operative thinkers as profound as the European intellectual founders of the previous century appeared; Asian co-operators, with their own flexible approaches to organisational structures and commitment to communities, shaped their own kinds of co-operatives.

Many of the Asian co-operatives were also successful: in fact, their expansion during the last half of the twentieth century rivalled the expansion in Europe in the late nineteenth and early twentieth centuries. Indeed, as the twenty-first century opens, some of the most successful and dynamic co-operatives fortunately are found in Asia, the part of the world that promises to be the most dynamic area in the world during the century that is beginning.

Similarly, in Latin America the co-operative movement, from modest beginnings in the nineteenth century, has expanded steadily. It, too, draws upon indigenous traditions of spontaneous co-operation; it, too, has

Beraz, ez da harrizkoa, hegoaldeko herrialde askotako gobernuek, inperio europarrekin zuten lotura moztu zutenean, herria kooperatibak garatzera animatu izana, arrazoi eta modu propioak erabilita. Independentziaren buruzagi ezagunenetakook, hala nola, Nehru eta Kenyatta kooperatiben aldekoak ziren. 1945. urtearen ondoren, harro-harro estatu independente bihurtu ziren kolonietako askok, India, Sri Lanka eta Kenia esate baterako, kooperatiba-mugimendu indartsuak sustatzeko aukera izan zuten. Indiako mugimendua, bereziki, munduko handienetakoa, dinamikoenetakoa eta landuenetakoa bihurtu zen.

XX. mendean zehar, beste herrialde askok berenganatu zituzten antolamendurako kooperatibak, industrializazioa garatu eta nazioarteko merkaturatan bete-betean sartu zirenean. Joera hori nabariagoa izan zen Asian. Kooperatibak oso partaide garrantzitsuak izan ziren Japoniak izan zuen susperraldian, 1945. urtearen ondoren: oinarritzkoak izan ziren nekazaritza-industriak eta arrantza-industriak berrantolatzeke edo txikizkako merkataritzarako. Asiako beste zenbait lekutan ere, hala nola Korean eta Indonesian, finantza-kooperatibek, nekazaritza-kooperatibek eta lan-kooperatibek garapen handia izan dute.

Asian kooperatibak sortu zirenean, garai hartan Europan zeudenetik oso desberdinak ziren, jakina. Beti ere, politika, ekonomika eta gizartearen aldetik eurek zeuzkaten esperientzia aberatsetan, erlijio sinesmentan eta gizarte-pentsamenduan oinarritu ziren. Asiako kooperatibamunduko pentsalariak agertu ziren, aurreko mendeko Europako sortzaile intelektualak bezain sakonak; kooperatibista asiarrek antolamentu-egituren inguruko ideia propioak zituzten eta erkidegoekin konpromisoa hartuta zuten: kooperatiba-mota propioak sortu zituzten.

Asiako kooperatibetako askok ere arrakasta izan zuten: XX. mendearen bigarren erdian izan zuten zabalkundea Europan XIX. mendearen bukeran eta XX. mendearen hasieran gauzatu zenaren parekoa izan zen. Orain, XXI. mendearen atarian, arrakasta handiena izan duten eta dinamikoak diren kooperatiba asko, zorionez, Asian daude; Asia izango dugu, hastear dagoen mende honetan, munduko alderdirik dinamikoena, itxura guztien arabera.

Antzeko hedapena izan du Latinoamerikako kooperatiba-mugimenduak, etengabe erritmo jarraian, hemeretzigarren mende hasieratik hedatzen joan dena. Indigenek berez elkarlanean aritzeko zuten ohituretan oina-

been shaped by the desire to market agricultural and fishing products in as effective a way as possible; it, too, carries a social concern about how to improve the lot of the common people.

Indeed, by the end of the twentieth century co-operatives could be found in most parts of Latin America: the hills of Peru, the urban sprawl of Sao Paulo, the coastal villages of Colombia, the rural areas of Mexico, and the plains of Argentina. Strong agricultural co-operatives have been developed in most Latin American nations; powerful financial co-operatives have been organised in countries like Brazil and Argentina. Consumer co-operatives have been developed in several Latin American countries, and some of the largest health co-operatives in the world have been created.

During the twentieth century, therefore, the co-operative movement has enjoyed significant success. The five traditions that began in the previous century have expanded around the globe. Human beings in remarkably diverse circumstances have found countless reasons to organise co-operatives. They have learned how to manage them effectively amid all kinds of political and economic systems. In numerous instances, they have demonstrated remarkable entrepreneurial skills, adapting to changed circumstances, seizing new opportunities, and diversifying business activities. The experience of the century has shown that there are few geographic, social, and economic barriers that can prevent the spread of organised co-operatives once people have understood their potential.

## **CO-OPERATIVES EVERYWHERE -THE GRASSROOTS**

Co-operatives, however, are not best understood in terms of statistics and trends. They take on their deepest meaning only when they are seen in the context of people's lives. And one can find that meaning virtually everywhere around the globe.

In Japan, babies are born in co-operative hospitals. In Colombia, young children learn about computers in special schools run by an agricultural co-operative. In Sweden, families live in housing co-operatives. In Dortmund, Germany, people can buy their supplies in co-operative stores, one of the most impressive chain store systems in Europe. In New Delhi, consumers buy milk from machines that are supplied by rural women organi-

rritu ziren; lankidetzeta-mugimendu hau, nekazaritza- eta arrantza-produktuak ahalik eta modu eraginkorrean merkaturatzeko sortu zen: aldi berean, jende arruntaren zoria hobetzeagatik gizartean kezka dagoela ikus daiteke.

Berez, XX. mendearen amaierarako, Latinoamerikako zati handiengan jadanik baziren kooperatibak: Peruko mendietan, Sao Pauloko kontrolik gabeko hiri-hedapenean, Kolonbiako kostaldeko herrialdeetan, Mexikoko landa-eremuetan eta Argentinako lautadan. Latinoamerikako nazio gehienetan nekazaritza-kooperatiba sendoak garatu dira; eta Brasil eta Argentinan, esate baterako, finantza-kooperatiba boteretsuak antolatu dira. Aldi berean, Latinoamerikako zenbait herrialdeetan kontsumo-kooperatibak garatu dira, eta munduko osasun-kooperatiba handienetako batzuk sortu dira.

Hogeigarren mendean zehar, beraz, kooperatiba-mugimenduak arrakasta garrantzitsuak izan ditu. Aurreko mendean hasi ziren bost tradizioak mundu osoan zehar zabaldu dira. Egoera desberdinetan bizi ziren gizon-emakumeek kooperatibak antolatzeko arrazoi asko aurkitu dituzte. Kooperatiba bat edozein sistema politiko eta ekonomikotan eraginkortasunez nola kudeatu ikasi dute. Kasu askotan, ekintza berrietarako gaitasun nabariak azaldu dituzte, egoera desberdinetara egokituz, aukera berriak aprobeztatuz, eta enpresa-jarduera desberdinak garatuz. Mende honetako esperientziak zera erakusten digu: jendeak kooperatiba antolatuak duen indarra ulertu ondoren, ez muga geografikoek, ez gizarte-mailakoek ez eta ekonomikoek ere, ez dute kooperatiben hedapena oztopatuko.

## **KOOPERATIBAK LEKU GUZTIETAN - OINARRIAK**

Kooperatibak, dena den, ez dira hobeto ulertzen estatistika-terminoak eta joerak aztertuz. Pertsonen bizitzaren testuinguruan aztertzen direnean hartzen dute esanahirik sakonena. Eta esanahi hori munduko ia leku guztietan ikus daiteke.

Japonian, haurrak kooperatiba-ospitaletan jaiotzen dira. Kolonbian, haur txikiek nekazaritza-kooperatiba batek kudeatutako eskola berezietan ikasten dute informatika. Suedian, familiak etxebizitza-kooperatibetan bizi dira. Dortmund-en, Alemanian, jendeak erosketak kooperatiba-zentroetan egin ditzake, (Europako denda-sare handienetakoa da). New Delhin, kontsumitzaileek makinako esnea erosten dutenean, atzetik baserriko

sed into a powerful dairy co-operative. In Great Britain, consumers can purchase their insurance through CIS, one of the country's largest insurance companies; it is owned by the Co-operative Wholesale Society. The people of Cape Dorset, an Inuit community in the Canadian Arctic, depend largely for their income on the handicrafts they sell through their co-operative. The workers of Mondragon in Spain organise much of their lives through an interrelated series of co-operatives embracing a wide range of economic activities. In Belize, fishing people sell their products from the sea through a powerful, successful co-operative. Rural families on the Great Plains of the United States purchase their electricity from electric co-operatives. When representatives from Thrift and Savings Co-operatives gather annually in Sri Lanka, they need a field to hold 100,000 people. In Portage la Prairie, Manitoba, Canada, members receive their last rites through their own burial co-operative.

The list is endless: co-operators around the world have found hundreds of reasons for organising co-operatives; they will find a multitude of other reasons for doing so in the coming century.

## **GOING FORWARD - SOME THREATS**

Nevertheless, as the twenty-first century dawns, the international movement confronts some of the most difficult challenges in its history. Two of the most difficult emanate from the changes that are transforming capitalist firms and altering the roles of governments at all levels.

The last quarter century of the twentieth century has witnessed an extensive restructuring of the world economy, one feature of which was the way in which capitalist firms were able to move around the world. Many capitalist firms had shown that ability in the past, but never before had so many been able to move resources so far, so fast, and so freely. In fact, encouraged by governments, many capitalist firms began to roam the world, searching out the best financial opportunities and, often enough, virtually dictating the terms under which they will agree to operate.

emakumebat aurkituko dute, makina horien horniketaz arduratzen dena esneki-kooperatiba boteretsu batean antolatuta. Britainia Handian, kontsumitzaileek aseguruak CIS enpresaren bitartez egin ditzakete; CIS Britainia Handiko aseguru-enpresetako handienetakoa da, eta Co-operative Wholesale Societyrena da. Rankin's Irletako diru-sarrerak (Kanadako Artikoko inuit komunitate bat) neurri handi batean kooperatiba bidez saltzen dituzten artisautza-produktuetatik lortzen dituzte. Espainian, Arrasateko langileek euren bizitzaren zati handi bat kooperatiba-multzo batzuen arabera antolatuta dute. Kooperatiba horiek elkarren artean erlazionatuta daude eta ekonomiaasko biltzen dituzte. Belize-n, arrantzaleek euren itsasoko produktuak arrakasta handia duen kooperatiba boteretsu baten bitartez saltzen dituzte. Estatu Batuetako Belardietako nekazari-familiek elektrizitate-kooperatibei erosten diete behar duten elektrizitatea. Thrift and Savings Cooperatives (Ekonomia eta Aurrezki Kooperatibak) urtero Sri Lankan elkartzen direnean, 100.000 pertsona sartzeko adinako zelaia behar izaten dute. Portage la Prairie-n, Manitoba-n, Kanadan, bazkideek hileta-zerbitzuak hileta-kooperatibatik jasotzen dituzte.

Zerrenda amaigabea da: mundu osoko kooperatibistek, ehundaka arrazoi aurkitu dituzte kooperatibak sortzeko; eta hurrengo mendean, hala jarraitzeko beste ehundaka arrazoi gehiago aurkituko dituzte.

## **AURRERANTZ - ZENBAIT MEHATXU**

Hala ere, hogeitabatgarren mendean sartzen ari garen neurrian, nazioarteko mugimendua historian zehar izan dituen erronka zailenetako batzuei aurre egin beharrean da. Zailenetako bi, hain zuzen ere, enpresa kapitalistak eta gobernuen maila guztietako zereginak aldatzea eragiten ari diren aldaketetatik datoz.

Hogeigarren mendeko azkeneko laurdenean zehar, munduko ekonomian berrantolaketa zabala egin da. Munduko ekonomiaren ezaugarri bat enpresa kapitalistek munduan zehar mugitzeko zuten modua zen. Enpresa kapitalista askok gaitasun hori lehenago ere azaldu zuten, baina inoiz ez ziren hainbeste enpresa baliabideak hain urrutira, hain azkar eta hain askatasun handiz mugitzeko gai izan. Izan ere, gobernuek animatuta, enpresa kapitalista asko munduan zehar bueltaka hasi zen, finantza-aukera onenak bilatu nahian, eta, askotan, funtzionatzen hasteko akordioaren printzipioak ia-ia aurretiaz idaitzita.

At the same time, in the old and new industrialized areas of the world, communication changes and managerial theory revolutionized the work place. The Industrial Revolution, which went through various stages from the eighteenth century to recent times, emphasized large scale production, massive (often well- paid) work forces, and hierarchical management teams, including large numbers of middle managers and associated professional groups. The emerging new economies, largely because of remarkably improved communication systems and the easy movement of goods around the world, emphasize flexible systems of production, specialized work forces dependent upon inexpensive supplies of resources, and streamlined, less bureaucratic management structures. The social costs of this transformation are not yet fully clear. What is clear, though, is that the economic change has triggered a widespread belief in many countries that the future belongs exclusively to a capitalist economy. It is a perspective that provides both a threat and an opportunity for those who believe in the value of co-operative enterprise.

This global restructuring coincides with complex and diverse changes in the role that governments play around the world. The most dramatic change, of course, unfolded in Central and Eastern Europe from the middle of the 1980s onwards. The abrupt termination of centrally-planned economies in several countries meant the virtual end of co-operatives that had existed (often in name only) under authoritarian regimes. Recreating the co-operative experiment in those countries - an experiment that in many instances has over a century of history - is an immense task, but it has begun. If the recreation is to be done properly, though, it must be done with a clear understanding of why co-operatives are important and how they are distinct: that is a challenge that the international co-operative movement has to meet. Indeed, it is one that it has already started to meet.

Government roles are changing in other parts of the world as well. In many southern countries, particularly in Africa and South America, dramatic economic fluctuations have forced the restructuring of many national economies, often with disastrous social consequences, at least in the short term. Governments have been forced to reduce their role in their national economies, meaning that they no longer provide the assistance to co-operatives that they once did. Many co-operatives have adjusted to that change, but others have not and thus some wonder about the movement's future. As in the case of Eastern and Central European countries, the essential challenge is to build the emerging co-operatives on a clear vision of the co-operative identity and the basic

Aldi berean, munduko zona industrializatu zaharretan eta berrietan, komunikazioan izandako aldaketek eta enpresa-teoriak lan-lekua goitik behera aldatu zuten. Industri Iraultzak XVIII. mendetik gaur arte hainbat fase izan ditu, baina, beti ere, ekoizpen handia azpimarratu du, jende askok osatutako plantilak sortu zituen (askotan ondo ordainduak), eta hierarkikoki antolatutako zuzendaritza-taldeak zituen, baita tarteko agintari asko eta profesionalen talde elkartuak ere. Sortzen ari diren ekonomia berriek (komunikabide-sistemak hobetzetik eta merkantzia munduan zehar mugitzeko erraztasunetik sortuak gehienak) garrantzi berezia ematen diete ekoizpen-sistema malguei, plantila espezializatuei (baliabideen hornikuntza merkeekin lotuta) eta kudeaketa-egitura razionalizatuak eta ez hain burokratikoak antolatzeari. Aldaketa horren gizarte-kostuak oraindik ez daude oso argi. Hala ere, argi dago aldaketa ekonomikoek herrialde askotako jendea etorkizuna ekonomia kapitalistaren eskuetan dagoela sinestera bultzatu dutela. Ikuspuntu hori, kooperatiba-enpresaren balioan sinesten dutenentzako mehatxua edo aukera izan daiteke.

Berrantolaketa orokor hori bat dator mundu osoan zehar gobernuek betetzen duten eginkizunaren aldaketa korapilatsu eta ugariekin. Jakina, aldaketa garrantzitsuena Europa Erdialdean eta Ekialdean izan zen, 1980ko hamarkadaren erdialdetik aurrera. Zenbait herrialdetan, gobernuek antolatutako ekonomiek izan zuten eten bortitzak erregimen autoritarioetan ordurarte izan ziren kooperatiben amaiera ekarri zuen ia (askotan kooperatibatik izena besterik ez zuten). Herrialde haietan kooperatiba-esperimentua berriro garatzea –askotan mende bateko historia duen esperimentua– izugarritzko lana da, baina hasia da. Dena den, pizte-lan hori ondo egin nahi bada, ondo ulertu behar da kooperatibak zergatik diren garrantzitsuak, baita zein desberdintasun dituzten ere: erronka hori bete behar du nazioarteko kooperatiba-mugimenduak. Berez, betetzen hasia da dagoeneko.

Gobernuaren eginkizunak munduko beste zenbait lekutan ere aldatzen ari dira. Hegoaldeko herrialde askotan, Afrikan eta Hegoamerikan batez ere, ekonomian izandako gora-behera larrien ondorioz, nazio askotako ekonomiak berrantolatu egin behar izan dira, eta horrek, askotan, gizartean ondorio larriak izan ditu, epe laburrera behintzat. Gobernuek nazioko ekonomietan zuten eginkizuna murriztu egin behar izan dute, eta ondorioz, jadanik, kooperatibei ez diete lehengo laguntzarik ematen. Kooperatiba asko aldaketa horretara egokitu da, baina beste batzuk, ordea, ez, eta, ondorioz, mugimenduak izango duen etorkizunari buruz zalantzak sortu dira. Europako Erdialdeko eta Ekialdeko kasuetan bezala, ernetzen ari diren kooperatibaeraikitze orduan, kooperatiba-nortasuna eta koopera-

purposes of the co-operative movement.

Similarly, in many of the older, more industrialized countries the movement cannot rely upon the kind of political support it once enjoyed. Governments are increasingly less able and less willing to influence the economic, social and legal frameworks within which their citizens live; indeed, in many countries, people apparently do not want them to do so. The result is that many co-operatives that relied upon extensive government support for their activities can no longer do so; they must be more independent than ever before. No less than their counterparts in other parts of the world, the movements in the older industrialized countries have been challenged to reconsider their reason for being, to rethink how they should relate to governments.

#### **NEW UNITY, RENEWED COMMITMENT**

As the twentieth century came to an end, the changing market place and changing government roles created some bewildering challenges for co-operatives; they also produced some immediate, positive results. Everywhere, co-operatives have been forced to re-examine what they are doing and why they are doing it. They sought for new ways to attract capital. They reorganised so they could serve their members more efficiently. They developed new approaches to marketing. Many of them entered into joint ventures, often with other co-operatives. They searched for new economic activities, in some instances even outside their national borders.

Put simply, though, the greatest challenge confronting co-operatives did not come from the outside world. As in the past (and as it will be in the future), the most serious threat was not the competition. It was not even the altered political order. It was in the hearts of discouraged co-operators. It is was a matter of resolve, an uncertainty as to what the movement could offer the contemporary world.

Such uncertainties demanded a reconsideration of the contemporary role of co-operatives and an understanding of what the movement should attempt to do. By the time of the Manchester Congress, that process of renewal and recommitment was well underway. In reaction to all the accumulating pressures of the 1980s and 1990s, many local co-operatives had re-examined their basic reasons for existence. Several national move-

tiba-mugimenduaren oinarrizko helburuak begi aurrean argi eduki behar ditugu, hori da erronka nagusia.

Horren antzera, herrialde zahar eta industrializatuenetako askotan, mugimenduari ez zaio nahikoa lehen zuen laguntza politikoa. Gobernuek hiritarren ekonomia-esparruetan, gizarte-esparruetan eta lege-esparruetan parte hartzeko geroz eta gaitasun eta gogo gutxiago dute; izan ere, herrialde askotan, dirudienez, jendeak ez du gobernuek parte hartzerik nahi. Ondorioz, kooperatiba askok gobenuaren babesean konfidantza handiegia jarri zuten, eta, hemendik aurrera, ezingo dute halakorik egin euren jarduerak garatzeko; inoiz baino independenteagoak izan behar dute. Herrialde industrializatu zaharretako mugimenduek ere kooperatibaren izana aztertzeko erronka gairatu behar izan dute, gobernuekin berriro nola erlazionatu pentsatzeko, eta erronka hori ez da izan munduko beste toki batzuetako kideena baino samurragoa.

#### **BATASUN BERRIA, KONPROMISO BERRITUA**

XX. mendearen bukaeran, merkatu aldakorrek eta gobernuen eginkizun aldakorrek erronka izugarriak sortu dituzte kooperatibentzat; berehalako emaitza positiboak lortu dira. Alde guztietan, kooperatibek berriro aztertu behar izan duten egiten ari direna, baita zergatik egiten duten ere. Kapitala erakartzeko modu berriak bilatzen saiatu dira. Beste era batera antolatu dira, bazkideei eraginkortasun handiagorekin erantzuteko. Marketinera-ko planteamendu berriak garatu dituzte. Askok enpresa bateratuak finkatu dituzte, askotan beste kooperatiba batzuekin batera. Ekonomia-jarduera berriak bilatu dituzte, batzuetan nazioko mugetatik kanpora.

Dena den, hitz sinpleetan esateko, kooperatibistek aurre egin behar izan dioten erronka handiena ez zeterren kanpoko mundutik. Iraganean bezalaxe (eta etorkizunean bezalaxe), mehatxurik larriena ez zen lehia. Ez eta ordena politikoa desberdina ere. Etsitako kooperatibisten bihotzean zegoen. Determinazio-arazoa da, mugimenduak gaur egungo munduari zer eskain diezaiokeen seguru ez jakitea.

Zalantza horien ondorioz, kooperatibek gaur egungo munduan duten eginkizuna berriro aztertu behar zen, eta mugimenduak zer egin behar duen ondo ulertu behar zen. Manchesterreko Biltzarrerako, berrikuntzari ekiteko eta berriro konpromisoak hartzeko prozesu hori martxan zegoen. 1980ko eta 1990eko hamarkadetan pilatu ziren presiok zirela eta, toki-kooperatiba askok oinarrizko izate-arrazoia berriro aztertu zituzten.

ments had reorganised their apex organisations to make them more responsive to the kinds of pressures co-operatives were experiencing. On an international level, the International Co-operative Alliance had undertaken a complete review of the values and principles that characterize co-operative movements around the world; a process that culminates in Manchester. Out of all these activities emerged a new understanding of the unique qualities of co-operative enterprise.

In short, despite the adversity of the 1980s and early 1990s, co-operatives at the end of the century are well situated to face future challenges. They have a rich tradition of co-operative versatility stretching back over more than 150 years. They have an amazingly broad range of experiences in the twentieth century upon which to draw, experiences that are evident everywhere around the world. Moreover, because of recent adversities, they are better managed than they have ever been; because of recent soul-searching, they have a clearer vision of what makes the co-operative approach different. They are ready for the twenty-first century.

## **PEOPLE WORKING TOGETHER - THE FUTURE**

Co-operatives are practical organisations; most co-operators are primarily concerned about meeting immediate needs. The co-operative movement, therefore, does not look forward easily into the future. Rather, it instinctively prefers to evolve pragmatically, responding to opportunities and adapting to changes as they occur.

And yet there is value in looking ahead, even if the future seems to be particularly difficult to predict. It is important to try to prepare for the kinds of challenges that seem likely to appear. It is useful to try to anticipate the opportunities awaiting existing co-operatives or inviting the formation of new co-operatives. It is valuable to comprehend how people might band together to help themselves in ways perhaps never before contemplated. It is necessary to examine the strengths and weaknesses of co-operatives in light of what the future appears to hold. Perhaps, above all, it is essential to dream of what might be if the movement is to attract the interest and the commitment of those who are young.

And yet, even amid the rapid change some general possibilities are clearly evident. The restructuring of the global economy, for example, crea-

Nazioko zenbait mugimenduk erpineko antolakundeak antolatu zituzten berriro ere, kooperatibek jasan behar zituzten presioei hobeto erantzun ahal izateko. Nazioartean, Nazioarteko Kooperatiba Aliantza mundu osoko kooperatiba-mugimenduen balore eta printzipioak goitik behera aztertzen hasi zen; prozesu hori Manchesterren bukatu zen. Jarduera horietatik guztietatik, kooperatiba-enpresak bakarrik izan behar dituen ezaugarrien beste ikuspegi bat sortu zen.

Laburbilduta, 1980ko hamarkadan eta 1990ekoaren lehen urteetan zailtasunak izan arren, mendearen bukaeran, kooperatibak etorkizuneko erronkei aurre egiteko prest daude. Egokitzeko ahalmen-kontuetan, kooperatibek tradizio luzea dute, 150 urte baino gehiagokoa. XX. mendean izan dituzten esperientziak mota guztietakoak izan dira eta mundu osoan zehar izan dituzte gainera, eta badute, beraz, non inspiratua. Horrez gain, duela gutxi izandako zailtasunen ondorioz, inoiz baino hobeto kudeatzen dituzte; duela gutxi egindako kontzientzia-azterketa sakon baten ondorioz, kooperatiba-planteamendua zerk bereizten duen hobeto ikusten dute. Hogeita batgarren menderako prest daude.

## **JENDEA ELKARTUTA LANEAN - ETORKIZUNA**

Kooperatibak erakunde praktikoak dira; kooperatibista gehienak momentuko beharrei erantzuna emateaz besterik ez dira arduratzen. Beraz, kooperatiba-mugimenduak ez du errazkeriarik nahi etorkizunera begiratzeko orduan. Aitzitik, nahiago du, instintoari jarraituta, garapen pragmatikoa izan, eta aukerei eta aldaketei sortzen diren heinean erantzun.

Dena den, etorkizunera begiratzea garrantzitsua da, baita etorkizuna aurreikustea bereziki zaila denean ere. Garrantzitsua da itxura guztien arabera agertzekoak diren erronketara egokitzen saiatzea. Baliagarria da, era berean, gaur egungo kooperatibek aurretik zain dauzkaten edo kooperatiba berriak sortzeko gonbitea egiten duten aukerei aurrea hartzen saiatzea. Jendea elkarren artean laguntzeko nola elkartuko den ulertzeak ere askotarako balio du; behar bada, lehenago inoiz ikusi ez den moduan egingo dute. Kooperatiben alderdi sendoak eta ahulak aztertu behar dira, etorkizunak ekarriko duenaren argitan. Behar bada, horren guztiaren gainetik, nahitaezkoa da mugimenduak gazteen interesa eta konpromisoa lortuz gero gertatuko litzatekeenarekin amets egitea.

Eta oraindik, bizi ditugun aldaketa azkarrak eta guzti, zenbait aukera orokor nabarmenak dira. Ekonomia globalaren berrantolaketak, adibidez, izu-

tes immense possibilities for an assertive, confident co-operative movement. Some co-operatives, perhaps most obviously in the food production and distribution systems and in the financial services industries, are sufficiently large and sophisticated enough to play significant roles in that transformation. In fact, their involvement could be particularly valuable for people around the world: in addition to serving their members well, they could provide efficient and ethical models that could monitor those two vitally-important sets of economic activities in the public interest.

The economic restructuring also creates possibilities simply because of the social change it is creating around the world. Thus, while it creates new pockets of prosperity, the economic restructuring also undermines the prosperity of other people and, in far too many places, makes the already poor desperate. All too often, it increases the discrepancy between the rich and the poor whether one considers the human condition in terms of individuals, classes, or nations. As with all great social and economic changes, the current restructuring of the global economy exacts a heavy price; co-operatives can help demonstrate that cost and show how a better way to embrace the future can be found.

In such circumstances, co-operatives offer their historic capacity to reduce social and economic divisions in an equitable manner, at least for those who have some capacity to control their lives. As they have always done in the past, co-operatives offer opportunities for people to help themselves; that promise has never been more meaningful or necessary to more people around the world.

In a time, too, when governments are withdrawing from protecting and enhancing their citizens, co-operatives offer a way in which people can retain control over their own lives and their own communities. In a time when the problems over the production and distribution of necessities - food, financial services, industrial goods - are growing, co-operatives can help meet such needs in a fair and reliable manner. In an era when people want more control over their work-place, co-operatives can offer them that opportunity. In short, there has never been a time when co-operative self-reliance has more potential, more meaning.

If the movement is to respond effectively to the challenges and seize the opportunities, however, it must project a clear sense of its distinctiveness;

garrizko aukerak sortzen ditu kooperatiba-mugimendu sendo eta beldurrik gabeko batentzat. Zenbait kooperatiba eraldaketa horretan betebeharrak garrantzitsuak izateko bezain handiak eta sofistikuak dira, elikagaiak ekoizteko sistemetan, banatzeko sistemetan eta finantza-zerbitzuen industrian. Berez, mundu osoko jende guztiarentzako izango litzateke garrantzitsuak inplikazio hori: bazkideak ondo zaintzeaz gain, interes publikoa eta jarduera ekonomikoa lotzeko hain garrantzitsuak diren bi jokoak kontrolatzeko eredu eraginkor eta etikoak lortuko litzukete.

Ekonomiaren berregituraketak ere sortzen ditu aukerak, mundu guztian gertatzen ari den gizarte-aldaketarengatik. Beraz, oparotasun-gune berriak sortzen dituen bitartean, ekonomiaren berregituraketak beste batzuen oparotasuna ahuldu egiten du, eta leku gehiegitan, jadanik behar-tsuak direnak etsita uztea lortzen du. Gehiegitan, aberatsen eta behar-tsuen arteko desberdintasuna areagotu egiten da, gizabanakoak, mailak edo nazioak kontuan hartuta. Gizartean eta ekonomian gertatzen diren aldaketa handi guztietan bezala, ekonomia orokorraren gaur egungo berregituraketak kostu handia dakar; kooperatibek kostu hori erakusten lagun dezakete, baita etorkizunera iristeko modu egokia nola aurkitu azaltzen ere.

Baldintza horietan, kooperatibek gizarte-zatiketak eta ekonomia-zatiketak ekitate legez murrizteko duten gaitasun historikoa eskaintzen dute, beren bizitza kontrolatzeko nolabaiteko gaitasuna badutenentzako behintzat. Iraganeko beti egin izan duten bezala, kooperatibek nor bere buruari laguntzeko aukerak eskaintzen dizkio jendeari. Agintza hori ez da inoiz mundu osoko pertsona gehiagorentzat orain bezain adierazkorra edo beharrezkoa izan.

Garai honetan, gobernuek geroz eta babes urriagoa eta hobekuntza gutxiago eskaintzen dizkiete hiritarrei, eta kooperatibek, berriz, norberak bere bizitza kontrolatzeko eta bere erkidegoa kontrolatzeko bidea eskaintzen dute. Garai honetan, ekoizpen-arazoak eta beharren banaketa-arazoak (elikagaiak, finantza-zerbitzuak, industria-ondasunak) areagotuz doaz, eta egoera hori kontuan hartuta, kooperatibek behar horiek zuzen eta fidatzeko moduan lortzeko aukera eskaintzen dute. Garai honetan, jendeak lantokia hobeto kontrolatu nahi du, eta kooperatibek eskaintzen diete aukera hori. Laburbilduz, kooperatiben independentziak ez du sekula orain duen indarra eta esanahia izan.

Dena den, mugimenduak erronkei erantzun eraginkorra eman nahi badie eta aukerak aprobetxatu nahi baditu, besteetatik bereizten duten alder-



it must demonstrate its capacities to mobilize people and communities, and it must prove its abilities to be an efficient supplier of goods and services. To do so, though, it must realize the promise of its historical mission and capitalize on the strength of its contemporary accomplishments. In the final analysis, the movement's future will be defined by how co-operators understand their mission and how co-operatives seek out their opportunities.

Generally, co-operatives have always had to confront two main kinds of challenges. How do they become increasingly more effective? How do they respond to social and economic changes? These are not new questions. Rather, they are the ones members, elected leaders, managers and employees have always asked when they have seriously pondered their movement's possibilities. They are the questions that must be addressed as a new century opens.

#### **THE FIRST CHALLENGE: INCREASING CO-OPERATIVE EFFECTIVENESS**

Virtually all co-operatives must function within the market place. Consequently, they must measure their effectiveness in part by how well they do in that context. Like firms owned on the basis of investment they must manage their resources - financial, productive, and human - in such a way that they create surpluses or profits. Like private entrepreneurs, too, they must understand thoroughly the kinds of business they operate. They must function within the legislative and competitive environments that prevail, even as they might try to change those environments.

Co-operatives, therefore, can learn from investor-controlled enterprise; indeed, they have often done so in the past. They can study and selectively adapt some of the technological changes, organisational structures, resource utilisation and capital accumulation techniques used by private enterprise firms. They will also be able selectively to utilize marketing approaches and communication strategies used by their main competitors. They may find it useful to investigate how private firms relate to governments and gain special privileges. They may want to imitate how private firms influence educational systems and create educational environments sympathetic to their development. It would be tragic, however, if co-opera-

diak azpimarratu beharko ditu; jendea eta erkidegoak mobilizatzeko duen gaitasuna azaldu beharko du, eta ondasunen eta zerbitzuen hornitzaile ona dela baieztatu beharko du. Hala ere, hori egiteko, bere eginkizun historikoa aurrera ateratzeko agintza bete, eta gaur egun egindako lorpenen indarretik etekina atera behar du. Azken batean, kooperatibistek beren misioa nola ulertzen duten, eta kooperatibek beren aukerak nola bilatzen dituzten, halaxe definituko da mugimenduaren etokizuna.

Orokorrean, kooperatibek beti bi erronka-mota gainditu behar izan dituzte. Nola bihurtu geroz eta eraginkorragoak? Nola erantzun gizartean eta ekonomian gertatutako aldaketei? Horiek ez dira galdera berriak. Egia esan, bazkideek, aukeratutako buruek, zuzendariek eta langileek, mugimenduari aukerei buruzko gogoeta serioa egin dutenean, beti egin dizkiete galdera horiek beren buruei. Mende berria hasten den honetan erantzun beharreko galderak dira.

#### **LEHENENGO ERRONKA: KOOPERATIBAK ERAGINKORRAGO BIHURTzea**

la kooperatiba gehienek merkatuaren barruan lan egin behar dute. Ondorioz, eraginkortasuna neurtzeko, zati batean, testuinguru horretan duten funtzionamendua hartu behar dute kontuan. Kapitalaren enpresek bezalaxe, euren baliabideak soberakinak edo etekinak lortzeko moduan kudeatu behar dituzte –finantza-baliabideak, ekoizpeneta giza baliabideak–. Enpresari pribatuek bezala, kooperatibistek ere ondo ulertu behar dituzte negozioak. Indarrean dauden legeak errespetatuz eta lehiakortasuna errespetatuz lan egin behar dute, nahiz eta legeak eta lehiakortasuna aldatzen saiatu.

Beraz, inbertitzaileek kontrolatzen dituzten enpresetatik ikas dezakete kooperatibek; berez, iraganean askotan egin dute. Enpresa pribatueta-ko aldaketa teknologikoak, antolamendurako egiturak eta baliabideak erabiltzeko eta kapitala metatzeko teknikak aztertu, eta aukeratutakoak egokitu egin ditzakete. Lehiakide nagusiek erabiltzen dituzten marketing-planteamenduak eta komunikazioere aukeratu eta erabil ditzakete. Aldi berean, erabilgarria izango zaie enpresa pribatuak gobernuekin nola erlazionatzen diren eta, ondorioz, pribilegio bereziak nola irabazten dituzten aztertzea. Azkenik, eragina hezkuntza-sistemara zabaltea eta hezkuntzaren aldetik beren garapenerako inguruak lortzea dela-eta,

tors assumed that imitating the private sector was all that was necessary; if that were true there would be no reason for co-operatives to exist.

The ultimate necessity is to adapt what is useful and acceptable from capitalist firms to the distinctively co-operative way in order to build effective organisations. It is a daunting but challenging task that should attract the best young minds among our younger generations; it is a task that previous generations carried out with zeal and ingenuity.

There are also lessons to be learned in studying the ways in which public servants carry out their tasks. In the recent dismantling of many state enterprises, it has become fashionable in many countries to undervalue, even scorn the work of public servants. The cost, measured in the decline of social safety nets and basic communal infrastructures - from roads to schools - has yet to be measured. The point, though, is that the public service has contributed significantly to the development of many countries; co-operators could do worse than understand the tradition of public service, social concern, and long-term planning that made the best of those contributions possible in many countries around the world.

Ultimately, however, efficiency with co-operatives is derived from the careful application of the values and principles that make co-operatives unique. In the final analysis, co-operatives carry within themselves - in their basic structures and ideology - the keys to their own success. The application varies with time and type of enterprise, but the formula for success is always the same.

## **STRESSING THE MEMBERSHIP ADVANTAGE**

The central focus of the co-operative movement must always be the best interests of members in both the short and long term. Co-operatives exist primarily to serve them, and any measure of their effectiveness must be based on how well those needs are served. Moreover, it is by deepening that relationship that co-operatives will find the best way to grow in the future, the way that most clearly is in keeping with their distinctive quality and their historic advantage.

enpresa pribatuak imitatu nahi izango dituzte.

Dena den, larria izango litzateke kooperatibistek sektore pribatua imitatu besterik ez dutela egin behar pentsatuko balute; hori egia izango balitz, ez litzateke kooperatibarik izateko inolako arrazoirik egongo. Enpresa kapitalistetan erabilgarria eta onargarria den hori kooperatiben berezitasunetara egokitu behar da, erakunde eraginkorrek eraikitzeke, horixe da premiarik handiena. Oso lan gogorra da, baina erronka ere bada, eta belaunaldi gazteenetako adimen argienak erakarri beharko litzuzke; aurreko belaunaldiek eginkizun hori gogo handiz eta adimen biziz bete zuten.

Bestalde, funtzionarioek lan egiteko dituzten moduetatik ere badago zer ikasia. Estatuko enpresa askotan duela gutxi izandako desegitea dela eta, herrialde askotan funtzionarioen lana gutxieteko edo mesprezatzeko moda indartu da. Seguratasunerako gizarte-sareen eta oinarritzko egitura komunalen beherakadak eragin duen kostua (errepideetatik hasi eta eskoletara) oraindik neurtzeko dago. Hala ere, zerbitzu publikoa herrialde askoren garapenerako oso lagungarria izan dela azpimarratu behar da; kooperatibistei ez lieke kalterik egingo zerbitzu publikoaren tradizioa ulertuko balute, hau da, gizartearen aldeko kezka eta epe luzerako planifikaioa ulertuko balituzte, horiexek izan baitira egindako ekarpenen alderdirik onenak mundu osoko herrialde askotan.

Oinarrian, dena den, kooperatibak eraginkorrek badira, kooperatibak berezi bihurtzen dituzten baloreak eta printzipioak kontu handiz ezartzen direlako da. Azkenean, kooperatibak berak du bere baitan –oinarritzko egituretan eta ideologian– arrakasta lortzeko giltza. Denboraren arabera eta enpresa-motaren arabera, aplikazio desberdinak aurki daitezke, baina arrakasta lortzeko formula beti bera da.

## **KIDE EGITEAK DITUEN ABANTAILAK AZPIMARRATZEA**

Kooperatiba-mugimenduek izan behar duten ikuspuntu nagusia bazkideentzat ahalik eta interes handiena lortzea da, epe luzera nola epe laburren. Kooperatibak bazkideei zerbitzatzeko daude batez ere, eta kooperatiben eraginkortasuna neurtzeko orduan, bazkideei nola erantzuten dieten hartu behar da, beti, oinarritzat. Harreman horiek sakonduz aurkituko dute, gainera, etorkizunean hazteko biderik onena, kalitate bereizgarriarekin eta abantaila historikoarekin bat datorren bidea.

In many parts of the world, encouraging greater member involvement will not be easy. In countries where co-operatives were started from “the top down” the task will be particularly difficult. In other countries, all too often, co-operative leaders - and members - have allowed the practice of membership to decline. Often, this was just a consequence of rapid growth. When memberships are large, when attracting new members is easy, it is natural to become passive suppliers of goods and services. In contrast, it requires effort, resources, and commitment to foster a growing relationship with members. And yet, in the final analysis, it is in the expansion of that relationship that co-operatives ensure their most stable growth and their long-term permanence.

Effective member involvement, of course, does not mean the same thing in all co-operatives. Members who rely on a co-operative for most of their income, for example in a worker co-operative, will normally be more involved than will members of a co-operative which provides only an occasional service, such as insurance. Nevertheless, all co-operatives have the capacity to expand member relationships; most of the successful co-operatives of the future will be the ones that do it best.

One way to understand the possibilities of membership is to understand that the members of most co-operatives relate to their organisation in three ways. First, they are owners: they should attend meetings, vote in elections, make decisions on matters referred to them by the board, and assist in the promotion of their organisation. Second, they are users who patronize their co-operative, constructively suggest how it might be improved, and appreciate the benefits that patronage brings. Third, they are investors, minimally if that is all that is required, more significantly if there is a need. All three of these kinds of relationships should be fostered; each has its own responsibilities, each its own rewards.

Membership also implies a subtle relationship traditionally called education. But co-operative education is not just about the distribution of information by co-operatives to their members, though it certainly includes that. It is essentially about the exchange of understandings: the co-operative showing members why the co-operative approach is a “better way”, the member constructively communicating about her or his needs while posing the challenge about how they might best be met. In large co-operatives, this kind of communication becomes more difficult but the resour-

Munduko alderdi askotan, bazkideen inplikazio handiagoa sustatzea ez da erraza izango. Kooperatibak “goitik behera” sortu ziren herrialdeetan, bereziki, eginkizun hori betetzea zaila izango da. Beste zenbait herrialdeetan, askotan, kooperatibetako buruek —eta bazkideek— kide egiteko joeraren beherakada eragin dute. Askotan, hazkunde azkarraren ondorioa besterik ez da izan. Bazkide asko dagoenean, bazkide berriak erakartzea erraza denean, erraza da ondasunen eta zerbitzuen hornitzaile pasibo bilakatzea. Aitzitik, bazkideekin geroz eta harreman sakonagoak izateko, ahalegin handia egin behar da, eta baliabideak eta konpromisoa behar dira. Eta hala ere, azkenean, harreman horiek sendotzea lortzen dute kooperatibek egonkorrago haztea eta denboran zehar irautea lortzen dute.

Argi dago, bazkide guztien inplikazio efektiboak ez du esanahi bera izango kooperatiba guztietan. Irabazi gehienak kooperatibatik lortzen dituzten bazkideek (adibidez lan-kooperatiba batean), normalean, noizean behin zerbitzu bat eskaintzen duten kooperatibetako (aseguru-kooperatibak) bazkideek baino inplikazio-maila handiagoa izango dute. Hala ere, bazkideekiko harremanak kooperatiba guztiek heda ditzakete; etorkizunean arrakasta lortuko duten kooperatiba gehienak harreman horiek ondoen hedatu dituztenak izango dira.

Bazkide egiteko aukerak ulertzeko, kooperatiba gehienetako bazkideak antolamenduari hiru eratara erlazionatzen direla ulertu behar da. Lehenengo, jabeak dira: bileretara joan behar dute, hauteskundeetan botoa eman behar dute, zuzendaritzabaldintzen dizkieten gaiak buruzko erabakiak hartu behar dituzte, eta antolakundea sustatzen lagundu behar dute. Bigarren, erabiltzaileak eta bezero dira, eta bezero izanik, kooperatiba nola hobetu iradokitzen dute eta bezero izatetik lortzen diren etekinak jasotzen dituzte. Hirugarren, inbertitzaileak dira, gehiago behar ez denean ahalik eta gutxien eta, behar handiagoak daudenean, gehiago inbertitzen dutenak. Erlazionatzeko hiru modu horiek sustatu behar dira; modu bakoitzak bere erantzukizun propioak eta sari propioak ditu.

Kide egiteak, aldi berean, erlazio zorrotz bat ere eskatzen du, tradizionalki hezkuntza deitu izan dena. Baina kooperatiba-hezkuntzak ez du kooperatibek bazkideei informazioa banatzea bakarrik eskatzen, nahiz eta hori hezkuntzaren barruan sartu. Oinarrian, ezagutzak trukitzea da kontua: kooperatibak, bazkideei kooperatiba “bide hobea” zergatik den azaltzen diete, eta bazkideak bere beharrak modu konstruktiboan azaltzen ditu, eta behar horiek ahalik eta ondoen asetzeko erronka planteatzen du. Kooperatiba handietan, komunikazio-mota hori zailagoa da, baina komu-

ces and the methods of communication are often more readily at hand, if there is a will to use them. Indeed, some of the largest co-operatives in the world have developed some of the best ways to reach their memberships.

In reality, the most obvious advantage co-operatives have in increasing their effectiveness lies in deepening their relationships with their members. It is an advantage that requires constant attention and careful cultivation; if it is strong and management is prudently ambitious, co-operatives can rarely fail, and co-operators will not have to doubt the capacity of their movement to contribute bountifully to people in the next century.

### **CELEBRATING CO-OPERATIVE DISTINCTIVENESS**

People who are proud of who they are and what they do usually are more effective as human beings and more capable of accepting greater responsibilities; they also attract the support and assistance of others more readily. It is a simple homily, but it is important for co-operatives, especially in an age when an alternative economic system seems to be the much preferred method of organised economic activity.

Co-operatives and co-operators generally need to be prouder of who they are and what they do. Co-operative organisations in their communications to members and their relations with the public should demonstrate consistently their belief in co-operative structures and values. Concern about members, democratic values, equitable financial structures, after all, are very positive messages; they deserve to be emphasized, not just timidly - if not apologetically - acknowledged once a year.

Co-operatives, particularly local co-operatives, have an obligation - and a subtle, long-term advantage - in demonstrating that they are parts of larger systems. Members benefit and their communities develop through the efforts of their local co-operatives, but the greater benefits occur only when many co-operatives join together to better serve members, to maximize their power, and to build upon their common resources. That is a part of the co-operative distinctiveness that needs to be understood more widely and appreciated more fully.

nikatzeko baliabideak eta metodoak maizago izaten dituzte eskura, erabiltzeko borondatea baldin badago, behintzat. Izan ere, munduko kooperatiba handienetako batzuek bazkideenganaino iristeko modu egokienetako batzuk garatu dituzte.

Egia esan, kooperatibek eraginkortasuna areagotzeko duten abantailarik nabariena bazkideekin harremanak sakontzea da. Abantaila horrek arreta jarraia eta kontu handia eskatzen ditu; kooperatiba sendoa bada eta norabidea handizalea bada (neurritz handizalea), oso gutxitan porrot egingo du, eta kooperatibistek ez dute zalantzan jarri beharko mugimenduaren gaitasuna hurrengo mendean jendeari eskuzabaltasunez laguntzeko.

### **KOOPERATIBEN BEREZITASUNAK GORAIPATZEA**

Bere buruaz eta egiten duenaz harro dagoen jendea askoz ere gizaki eraginkorragoak dira eta beren gain erantzukizun garrantzitsuagoak hartzeko gaitasun handiagoa dute; gainera, beste batzuen laguntza eta babesa ere errazago berenganatzen dute. Gogoeta sinplea da, baina kooperatibentzat garrantzitsua, bereziki, ekonomia-sistema alternatiboa, itxuraz, jarduera ekonomiko antolatua garatzeko metodorik gustokoena den garai honetan.

Orokorrean, kooperatibek eta kooperatibistek direnaz eta egiten dutenaz harro sentitu beharra dute. Kooperatibek, argi eta garbi erakutsi beharko lukete bazkideekin eta jendearekin dituzten harremanetan, kooperatibaren egituretan eta baloreetan benetan sinesten dutela. Bazkideenganako ardura, balore demokratikoak, finantza-egitura orekatsuak, azken finean, mezu positiboak dira; azpimarratu egin behar dira eta ez, erdi lotsatuta eta are eta barkamen eske-edo, urtean behin aitortu.

Kooperatibek, bereziki herrietako kooperatibek, sistema handiagoetako zati direla frogatu behar dute (horrek epe luzerako abantaila dakar). Herrietako kooperatiben esfortzuari esker, bazkideek etekinak lortzen dituzte eta erkidegoek garapena lortzen dute, baina etekin handienak kooperatiba asko bazkideei hobeto erantzuteko elkartzen direnean lortzen dira; gainera, kooperatibek boterea areagotu egiten dute eta baliabide komunak gehitu. Kooperatiben berezitasun hori hobeto ulertu behar da eta gehiago apreziatu behar da.

Co-operatives will not play a significant role in the future generally if they do not celebrate their distinctiveness. If they do not consciously and proudly proclaim who they are and why they act as they do, who will do it for them? How will people in the coming century have any understanding of what they could accomplish if they worked together?

## **EMPOWERING PEOPLE**

Co-operatives become more effective when they give people more control over their lives. Traditionally and most importantly, co-operatives give members the opportunity to consume more wisely and inexpensively; when they give producers the opportunity to control more completely the production and distribution of their wares; when they give all kinds of people the chance to save, invest, and borrow money in honest, secure and competitive financial institutions; when they allow people to control their own housing; and when they encourage people to create their own health care. There is an important kind of dignity in enlarging such kinds of empowerment. It is the most noble activity in which co-operatives are engaged.

Empowerment is also about knowledge; indeed, in the “information age” that is the most important kind of power. Consequently, when co-operatives provide their memberships with accurate, honest information they are empowering them, be that information about consumer goods, appropriate pesticides, the level of fish stocks, or the fine print in a loan application.

But empowerment within a co-operative is not just concerned about the specific economic relationships it has with its members. It should be expanded to include all the human resources associated with the organisation. Indeed, it is regrettably all too true that the greatest underutilized assets within many co-operatives are their human resources. Too many co-operatives generally ask too little of their members, expect too little of their employees, undervalue the contributions of their managers, and inadequately prepare their elected leaders.

There are untapped resources in many memberships, especially among women and young people. Much of the future success of the co-operative movement will depend upon a willingness to recognize true equality between women and men in the deliberations of co-operative organisations;

Kooperatibek ez badituzten beren desberdintasunak erabiltzen, ez dute zeregin garrantzitsurik izango etorkizunean. Ez badute zer diren eta horrela zergatik jokatzten duten jakinaren gainean eta arrotasunez aldarrikatzen, nork egingo du beraien orde? Nola ulertuko du datorren mendeko jendeak zer lortuko duten elkarrekin lan eginez gero?

## **JENDEA GAITZEA**

Kooperatibak jendeari bizitzaren gain zenbat eta kontrol handiagoa eman, orduan eta eraginkorragoak dira. Tradizionalki eta garrantzi handiarekin, kooperatibak bazkideei kontu handiagoarekin eta merkeago kontsumitzeko aukera eskaintzen die; ekoizleei merkantzien ekoizpena eta banaketa hobeto kontrolatzeko aukera eskaintzen die; beste edozein pertsonari aurrezteko, inbertitzeko eta finantza-entitate bati (zuzena, ziurra eta lehia-korra) mailegu bat eskatzeko aukera ematen dio; jendeari etxebizitzak kontrolatzeko aukera eskaintzen diote, eta pertsonak osasun-laguntza sortzera animatzen dituzte. Gaitasun-mota horiek hedatzean duintasun handia lortzen da. Kooperatibek parte hartzen duten jarduera guztietatik zintzoena horixe da.

Gaitasuna ezagupen-mailari ere badagokio; berez, “informazioaren aroan”, botere-mota garrantzitsuena da. Ondorioz, kooperatibek bazkideei informazio zehatza eta zintzoa ematen dietenean, aldi berean boterea ematen diete, bai kontsumo-ondasunei buruzko informazioa izan (pestizida egokiei buruzkoa edo gordetako arrain-kopuruari buruzkoa), edo mailegu baten eskariaren letra txikiari buruzko informazioa izan.

Baina gaitasuna, kooperatiba batean, ez da bazkideekin dauden beraiazko ekonomia-harremanetara bakarrik mugatu behar, zabaldu egin behar da, erakundearekin erlazionatutako giza baliabide guztietara hedatzeko. Berez, eta zoritxarrez, kooperatiba askotan gutxien erabiltzen diren baliabideak giza baliabideak dira. Kooperatiba gehiegitan, orokorrean, bazkideei gutxiegi eskatzen diete, langileengandik gutxiegi espero dute, zuzendarien kontribuzioak gutxietsi egiten dituzte, eta aukeratu dituzten buruak ez dituzte behar bezala prestatzen.

Kooperatiba askotako bazkideen artean, aprobeixatu gabeko baliabideak daude, batez ere emakumeen eta gazteen artean. Kooperatibetako erabakiak hartzeko orduan gizon-emakumeek benetako berdintasuna izan behar dute, eta hori aitortzeko borondatearen mende dago, neurri handi

much of the vitality will come from the involvement of young people. Many employees should be given more responsibilities and made aware of the fact that, in most co-operative structures, they are the most prominent faces, the most important representatives. Managers need to be recognized for their successes in carrying out the demanding work required to make any co-operative successful; in many ways, the managing of a co-operative is the supreme test of management skills, and it should be recognized as such. Directors need to be given the depth and breadth of understanding so that their stewardship of co-operatives is meaningful, rewarding and expanding. Considering such matters systematically and regularly in any co-operative would inevitably bear dividends - in all senses of the word.

“People are our most important resource” is a trite saying, but it speaks to a particular truth within co-operatives. It is unfortunate that there is no way to recognize on a balance sheet how much the people associated with a given co-operative have grown within a year: in the final analysis, it would be among the most important tests of co-operative effectiveness, one of the best indicators of what the future likely holds.

## **COMBINING RESOURCES PRUDENTLY**

It is easy to understand the value of a well-run local co-operative. The benefits are evident in each visit; the annual statement shows the financial contribution specifically; the friends and neighbours involved in it attest to its stability. It is equally possible to appreciate the larger co-operatives that provide a member with most of his or her income, as for example in a farmer's marketing co-operative. It is less easy to relate to second or third tier co-operatives that provide insurance, finance, or wholesaling services. They are more remote, somehow less personal; some people could even imagine prospering without them.

The future for co-operatives, however, lies with both types of organisations. Co-operators must always work to ensure the strength of their local organisations. They must also find more ways to combine their local power into integrated systems that can wield influence on national, regional and even international levels. Doing so will require vision and a capacity to make difficult decisions. In rare instances, it may even require foregoing local possi-

batean, kooperatibaetorkizuneko arrakasta; bizitasuna, berriz, gazteen inplikazioaren bidez lortuko da. Langile askori erantzukizun handiagoa eman behar zaie, eta kooperatiba-egitura gehienetan elementu garrantzitsuenak eta ordezkari egokienak eurak direla azpimarratu behar da, horren kontzientzia har dezaten. Zuzendarien arrakasta ere aitortu behar da, edozein kooperatibak aurrera egiteko beharrezkoa den lan zorrotza egiten dutenean; kooperatibaren kudeaketa dugu zuzendarien gaitasuna aztertze biderik onena, eta horixe aitortu behar da. Zuzendariak ideiak argi eta garbi izan behar dituzte, kooperatibaren kudeaketa adierazgarria, onuragarria eta zabaltzeko modukoa egiteko. Gai horiek sistematikoki eta aldian-aldian aztertzeak, azkenean, etekinak ekarri beharko lituzke edozein kooperatibatan (zentzu guztietan).

“Pertsonak dira gure baliabideetan garrantzitsuenak”, asko erabili den esaldia da, baina kooperatibaren berezko egia azaltzen du. Penagarria da, baina ez dago modurik kooperatiba bateko pertsonen urtean zehar izaten duten garapena zehazteko: azkenean, kooperatibaren eraginkortasuna frogatzeko bideetan egokienetakoa izango litzateke, hau da, etorkizunak ekarri dezakeena adierazten duen adierazle onenetakoa izango litzateke.

## **BALIABIDEAK ZUHUR KONBINATZEA**

Ondo kudeatutako toki-kooperatiba batek zein balio duen ulertzea erraza da. Etekinak agerikoak dira bisita bakoitzean; urteko egoerek finantza-kontribuzioa adierazten dute zehatz-mehatz; kooperatiban parte hartzen duten lagunak eta bizilagunak kooperatibaren egonkortasunaren lekuko dira. Aldi berean, bazkideei diru-sarrera gehienak ematen dizkieten kooperatiba handiak estimu onean izatea ere ez da zaila, adibidez, nekazari batzuen merkaturatze-kooperatibaren kasua. Zailagoa da bigarren edo hirugarren mailako kooperatibekin identifikatzea, hau da, aseguru-zerbitzuak, finantzaedo handizkako salmentak eskaintzen dituztenekin. Urrutiago geratzen dira, ez dira hain pertsonalak; zenbaitek, kooperatiba horiek gabe ere, aurrera egin dezaketela uste du.

Dena den, kooperatibaren etorkizuna bi antolamendutan datza. Herri-mailan duten botere hori sistema bateratuetan sartzeko moduak aurkitu behar dituzte, horrela, nazioeskuale-mailan edota nazioartean eragina eduki ahal izateko. Hori egiteko, erabaki zailak hartzeko ikuspegia eta gaitasuna beharko dute. Gutxi batzuetan, tokiko aukerak alde batera utzi beharko dira agian, guztion ongizatea lortzeko. “Toki-mailan jardun, glo-

bilities in favour of the common good. "Acting locally, working globally" became a cliché in the later decades of the twentieth century. Within co-operatives, it must become a reality if full effectiveness is to be achieved.

The need for the prudent combination of resources is fairly evident. For example, technological change is inevitable, but it is costly. If co-operatives are to ensure their independence amid the integrating bonds of the new machines, they will need to examine how they can jointly invest so all can benefit. Another obvious example is the opportunity for different kinds of co-operatives to invest in joint ventures, such as agricultural and consumer co-operatives uniting to build a food-processing plant.

Inevitably and properly, most of the possibilities for pooling resources occur first at the local or national level. To be done properly, such activities need to be carried out with vigilant business discipline; they should not be done as "a good thing" or as an act of charity on the part of one party or the other. The important point, though, is that co-operatives need to consider more carefully how they might better pool their resources, to make the best use of their members' money.

The same is true at the international level. If co-operatives are to grow as a global force, they need to consider more joint ventures within given sectors or across complementary sectors. They need to examine more carefully how they might join forces across national boundaries. So many questions flow from imagining how co-operatives might pool resources in these ways - questions that will need to be considered not too far into the next century. Should producers of the same commodities in different parts of the world not investigate more carefully how they might combine to gain more control of the processing of their products? Do they have to leave that part of the global economy in the hands of a decreasing number of multinational firms? Should co-operative financial institutions not devote more thought to how an international co-operative financial system might be created? Is there not more scope for pragmatic, mutually-beneficial relationships between producer and consumer co-operatives around the world? Why is it that the international movement has, on the one hand, savers who want to lend and, on the other, deserving people who want to borrow? Savers who want to invest, producers who want to grow? Can there not be ways to bring these people together in a mutually-beneficial, business-like fashion?

balki lan egin" esaldia topiko bihurtu zen XX. mendeko azkeneko hamarkadetan. Esaldi hori kooperatiben barruan errealitate bihurtu behar dugu, eraginkortasun osoa lortu nahi badugu.

Baliabideak zuhur konbinatu behar dira, nahiko argi dago. Adibidez, teknologian aldaketak egitea derrigorrezkoa da, baina garestia ere bai. Kooperatibek, antolamendu berriaren lotura integratzaileen barruan independentzia gorde nahi badute, inbertsioak elkarrekin nola egin aztertu behar dute, horrela, denek gozatu ahal izateko. Beste adibide nabari bat mota bateko eta besteko kooperatibek enpresa bateratueta inbertitzeko duten aukera da, hala nola nekazaritza-kooperatibak eta kontsumo-kooperatibak elkartuz, elikagaiak prozesatzeko planta eraikitzeke.

Halabeharrez eta egokiera-legez, baliabideak elkarrekin banatzeko aukera gehienak, lehenengo, toki-mailan edo nazio-mailan agertzen dira. Jarraian horiek behar bezala garatzeko, enpresa-disziplinarekin eta adi-adi egin behar dira; ez dira "ona dela-eta" egin behar, ezta alde bateko edo besteko karitate-legez ere. Hala ere, garrantzitsuena zera da: kooperatibek kontu handiagoz aztertu behar dute euren baliabideak banatzeko modurik egokiena zein izango den, horrela, bazkideen diruaz hobeto baliatzeke.

Gauza bera gertatzen da nazioartean. Kooperatibek, indar global baten barruan haziko badira, zenbait sektoretan edo zenbait sektore osagarriaren artean enpresa bateratu gehiago sortzeko aukera ere kontuan hartu behar dute. Nazioko mugen gainetik nola elkartu zehaztasun handiagoarekin aztertu behar dute. Kooperatibek bide horietan barrena baliabideak elkarren artean nola erabili imajinatzerakoan, galdera asko sortzen da -galdera horiek datorren mendearen hasieran aztertu behar dira. Munduan zehar merkantzia bera produzitzen duten pertsonak ez al lukete zehaztasun handiagoarekin aztertu behar beraien artean nola elkartu produktuak prozesatzeko orduan kontrol handiagoa lortzeko? Ekonomia globalaren zati hori geroz eta enpresa multinazional gutxiagoren eskuetan utzi behar al dute? Finantzetako kooperatiba-erakundeek ez al lukete pentsatu behar kooperatiben nazioarteko halako finantza-sistema bat nola sortu? Ez al dago aukera gehiago mundu osoko ekoizpeneta kontsumo-kooperatiben artean etekina lortzeko harreman pragmatikoak ezartzeko? Zergatik aurkitzen ditugu, kooperatiba-mugimenduaren barruan, mailguak egin nahi dituzten aurreztaileak alde batetik, eta mailegua eskatu nahi duen eta laguntzea merezi duen jendea bestetik? Inbertitu nahi duten aurreztaileak eta hazteko gogoak duten ekoizleak? Ezin al dira nolabait elkartu, serio, elkarren mesederako?

Becoming more effective in the future will require more co-operatives working together, more co-operative leaders understanding what forms of local control are essential, what activities might be better carried on jointly. To do well at home will not be nearly enough.

## CREATING FINANCIAL STRENGTH

Co-operative leaders and members of co-operatives can easily be lulled into thinking that reasonably good results on an annual basis are sufficient security for the long-term viability of their organisation. It is an unfortunate situation when it occurs.

The first responsibility of a co-operative is to ensure its capacity to continue serving its members. Thus co-operatives, at local and other levels, must provide adequate reserves for their future and make sure that members understand that they share some responsibility for the financial health of their organisations. Co-operatives also must provide their share of support for the associated co-operative organisations upon which they depend. Once that stability is assured, co-operatives can then consider extending benefits to their members. And after that, members may consider what contributions their organisations should make to the general development of the co-operative movement, the general benefit of the memberships, or the enhancement of their communities.

Because of the growing needs for capital in many kinds of co-operatives, the allocation of funds from annual surpluses or profits will often be insufficient. Even more than in the past, co-operatives will have to explore innovative ways to raise more funds, and they should look first to members. In general, co-operatives have been remiss in not using the member advantage to raise capital. It is not unreasonable for members to expect that they will have to make regular investments in their co-operatives, and it is reasonable for them to expect a return, perhaps a delayed return, on the investments they make in their co-operative.

Co-operatives will also likely have to explore joint endeavours with private firms and governments in order to raise the funds they require for new initiatives or to increase their influence in a given industry. Those kind of arrangements, like any other arrangement that would bring "outside" capital into the co-operative, must not be at the cost of sacrificing any of the co-operative's autonomy or the capacity of its members to control their

Etorkizunean eraginkorrakoak izateko, beharrezkoa izango da kooperatiba gehiagok elkarrekin lan egitea, eta kooperatiba-buru gehiagok ulertzea kooperatibak toki-mailan kontrolatzeko bideen artean funtsezkoak zeintzuk diren, eta elkarrekin aurrera atera ditzaketen jarduerak zeintzuk diren jakitea. Etxean ondo funtzionatzea bakarrik ez da nahikoa izango.

## FINANTZA-INDARRA SORTZEA

Kooperatiba-buruei eta kooperatiben bazkideei erraz ulertaraziko diegu urtero emaitza nahiko onak lortzea nahikoa dela erakundeak epe luzera izango duen bideragarritasuna ziurtatzeko. Zoritxarreko egoera da hori.

Kooperatiba batek duen lehenengo erantzukizuna bazkideen zerbitzura jarraitzeko gaitasuna bermatzea da. Ondorioz, kooperatibek, toki-mailan -baita beste mailetan ere-, etorkizunerako erreserba egokiak lortu behar dituzte, eta bazkideei ulertarazi behar diete eurek ere badutela erantzukizunik erakundeen finantza-osasunaren gainean. Horrez gain, kooperatibek beren kooperatibalaguntza-zati bat eskaini behar diete. Egonkortasuna ziurtatu ondoren, kooperatibek etekinak bazkiden artean banatzeko aukera azter dezakete. Bazkideek, ondoren, erakundeek kooperatibamugimendurako, bazkideen onurarako edo erkidegoak hobetzeko egin beharreko ekarpena zein den zehaztu ahal izango dute.

Kooperatiba-mota askotan geroz eta kapital gehiago behar denez, askotan ez da nahikoa izango fondoak urteko soberakin edo urteko etekinetatik ateratzea. Kooperatibek fondoak erakartzeko modu berriak aztertu behar dituzte, iraganean baino gehiago, eta lehenik eta behin bazkideak hartu behar dituzte kontuan. Orokorrean, kooperatibak arduragabeak izan dira finantzatzeko orduan bazkideen laguntza ez erabiltzeagatik. Bazkideek, aldi behin, kooperatibetan inbertitu behar dute, arrazoizkoa da hori pentsatzea; eta arrazoizkoa da, era berean, bazkideek inbertsioetatik errentagarritasuna lortu nahi izatea, nahiz eta atzerapenez izan.

Baliteke, kooperatibek enpresa pribatuekin eta gobernuekin esfortzu bateratuak egin behar izatea, ekimen berrietarako beharrezkoa duen finantzaketa lortzeko edo industria-mota jakin batean duten eragina areagotzeko. Akordio-mota horiek, kooperatibari "kanpoko" kapitala lortzeko aukera ematen dion beste edozein akordio bezala, ez dira egin behar, hori egiteak kooperatibaren autonomiaren zati bat galtzea eskatzen badu, edo baz-



own organisation in a democratic manner.

Co-operators should also devote more time to consider how they might create larger pools of prudently-operated funds for the development of existing and, in particular, new co-operatives. It is not an easy task. It is a distinct kind of lending that requires its own discipline and rules of behaviour; it is not charity and it must be conducted prudently. It is nevertheless a task that is essential if the co-operative movement is to become truly effective in the twenty-first century.

## THINKING STRATEGICALLY

Pooling resources and creating financial strength implies a commitment to long-term strategies. They suggest a kind of discipline that will not be achieved easily. And, in fact, they are not the only elements involved in thinking strategically.

Co-operators working through their co-operatives have always to consider how they can best ensure not only the survival but also the expansion of their organisations. That means collaborating effectively to ensure that the co-operative movement generally, as well as their part of the co-operative movement, is treated fairly by governments. For, even though the roles of government may be declining for the foreseeable future, it would be a mistake to underestimate the importance of government legislation and policies in determining the fate of co-operative organisations. In the contemporary world, it also means resisting the attempts of some regulators to want to lump co-operatives together with capitalist firms when they create governing legislation.

Thinking strategically also means making sure that the apex organisations that serve co-operatives as their voices are given the attention they deserve and the resources they require. Too many co-operatives support such organisations through financial contributions but do not integrate the wider perspectives such organisations afford into their own planning, their own core activities. It is a mistake that means that the money spent is not as effectively used as it might be.

kideek erakunde propioa demokratikoki kontrolatzeko duten gaitasuna murrizten badakar.

Kooperatibistek, aldi berean, lehenagotik sortuta dauden kooperatibak edo kooperatiba berriak garatzeko fondo komun handiagoak (zuhur ku-deatuak) nola sortu aztertu beharko lukete. Ez da lan erraza. Mailegua egiteko beste modu bat da, eta disziplina propioa eta portaera-arau propioak eskatzen ditu; ez da karitatea, eta zuhur egin behar da. Hala ere, kooperatiba-mugimenduak XXI. mendean eraginkorra izan nahi badu, ezinbesteko eginkizuna da.

## ESTRATEGIKOKI PENTSATZEA

Baliabideak elkarrekin erabiltzeak eta finantza-indarra sortzeak epe luzerako estrategiekin konpromisoa hartzea eskatzen du. Horrek eskatzen duen disziplina ez da erraz lortuko. Eta, berez, ez dira pentsamendu estrategikoan kontuan hartzen diren elementu bakarrak.

Kooperatibistek, kooperatibetan jardunean, euren erakundeen iraupena eta hedapena nola ziurtatu kontuan hartu behar izan dute beti. Ondorioz, beharrezkoa da elkarlan eraginkorra lortzea, kooperatiba-mugimenduak gobernuen aldetik tratatu zuzena jasotzen duela ziurtatzeko. Izan ere, nahiz eta gobernuaren eginkizunak beherantz joan, gaur egun, akatsa litzateke gobernuen legedi eta politikek kooperatiben etorkizuna zehazteko duten garrantzia gutxiestea. Gaur egun, kooperatibak estatuko legedian enpresa kapitalistekin batera multzokatu nahi dituen legegilerik ere badago, eta horri aurre egin behar zaio.

Estrategikoki pentsatzeak beste gauza bat ere esan nahi du, hau da: kooperatibekin bitartekari-lana egiten duten antolakundeek merezi duten arreta eta behar dituzten baliabideak jasotzen dituztela ziurtatzea. Kooperatiba gehiegi dago antolakunde horiek bultzatzeko ekarpen ekonomikoak egiten dituen baina, antolakunde horiek plangintzan bertan eta oinarrizko jardueretan erabiltzen dituzten ikuspegi zabalagoak bereganatzen ez dituen. Hanka-sartzea da, eta gastatzen den dirua ez dela modurik onean erabiltzen esan nahi du.

But above all, thinking strategically means considering how the membership advantage, the co-operative distinctiveness, the empowerment of people, the combination of resources and the pools of accumulated capital can be most effectively deployed. It is envisioning what can be prudently attempted and collectively accomplished.

## **FACING THE FUTURE**

The co-operative movement has two faces. One is the face that looks sternly, even harshly, inward, concerned about how co-operatives can become increasingly more effective: that is the view we have been considering. The second face looks thoughtfully outward, interested in how more people might learn about the benefits of co-operative activities. This face does not believe in charitable hand-outs; rather, it is concerned that as many people as possible help themselves and not be helped into some form of dependency. It is a face that has a particularly large vista to consider as the twenty-first century opens.

Five trends are particularly obvious. The first is the incredible growth of the human family. At the turn of the twentieth century, there were less than 2,000,000,000 people on Earth; as the century closes, there are nearly 6,000,000,000; by 2050 it is estimated there will be 10,000,000,000. The demand for basic requirements, food, housing, work and health facilities needed by this expanding population will test human ingenuity in science and technology; even more, it will challenge us to organise our economic, social and political relationships so that people will have the resources to purchase or collectively produce what they require.

The second is the already mentioned concentration of economic power in the hands of the very wealthy around the world, a trend that magnifies a growing international problem with poverty in all countries around the world. The capacity of individuals, even groups, communities and nations, to influence the economic changes affecting them, is declining; the gap between the very rich and the poor in most countries is widening. The growing masses of tragically impoverished peoples in many southern countries will demand a fairer share of the world's resources, as will the expanding ranks of the very poor in industrialized societies. Moreover, the middle class in the industrialized societies is shrinking; the security once afforded to them by professional associations and trade unions is no longer as certain as it once was.

Baina, guztiaren gainetik, estrategikoki pentsatzeak zera esan nahi du: bazkide izatearen abantailak, kooperatiben desberdintasunak, pertsonen gaitasunak, baliabideen konbinaketak eta pilatutako kapitaleko fondo komunak eraginkortasun handiagoz nola erabili pentsatzea. Zuhurtzia gogoan hartuta zertan saia gaitzkeen eta taldeka zer lor dezakegun aurreikustea da.

## **ETORKIZUNARI AURRE EGITEA**

Kooperatiba-mugimenduak bi alde ditu. Alde batek kooperatibaren barrura begiratzen du, serio eta baita zorrotz ere, kooperatibak geroz eta eraginkorrago nola bihurtu arduratuta. Orain arte ikuspegi horretaz jardun dugu. Beste alderdiak, kontu handiz, kanpora begiratzen du, kooperatiben onurak direla-eta jende gehiagok ikastea nola lortu arduratuta. Bigarren alderdi hori ez da bereziki karitatezkoa: egia esan, ahalik eta jenderik gehienak elkarri languntzea lortzeaz arduratuta dago, beti ere, inolako menpekotasunetan sartzen lagundu gabe. Alderdi horrek ikuspegi zabala eskaintzen du, XXI. mendean kontuan hartu behar dena.

Bost joera daude bereziki nabarmenak direnak. Lehenengoa giza familiak izan duen hazkunde izugarria da. XX. mendearen hasieran, 2.000.000.000 baino pertsona gutxiago zegoen lurrian; orain, mendea bukatzen ari dela, ia 6.000.000.000 daude; eta 2050. urterako 10.000.000.000 pertsona izango direla aurreikusi da. Hedatzen ari den biztanleria horrek, elikagaiak behar ditu eta beste behar batzuk ere baditu, eta hori erronka handia izango da giza adimenarentzat, bai zientzian eta teknologian, bai harremanak antolatzeke orduan ere; helburua, jendeak behar duena erosteko baliabideak lortzea da.

Bigarrena jadanik aipatu dugu: mundu osoan, botere ekonomikoa oso aberatsen artean dago pilatuta, eta horrek nazioarteko behartsuen arazoa areagotu egiten du. Gizabanakoek, baita taldeek ere, erkidegoek eta nazioek geroz eta eragin txikiagoa dute aldaketa ekonomikoan; oso aberatsak diren pertsonen artean eta behartsuak direnen artean dagoen zuloa geroz eta handiagoa da herrialde gehienetan. Gizarte industrializatu zaharretako askotan, erdi-mailako jendea indarra galtzen ari da; lehen gizarte industrializatuan zegoen segurtasuna orain ez da hain handia.

The pressures of population, the increasingly uncontrolled movement of capital and production around the globe, the misuse of science and technology, and the drive to produce more goods regardless of consequences, has created the third major trend: a crisis in how people treat their environment. Securing supplies of good water is becoming a disturbing problem; the deterioration in the ozone layer must alarm us all; many of the foods consumed daily around the world are contaminated; fish stocks that once seemed inexhaustible no longer support fishing fleets; and timber stands upon which people have relied for centuries have been disastrously depleted.

Fourthly, communities around the world are confronting increasingly complex difficulties. In southern cities high birth rates and migration from the countryside strain precious resources, create large slums, and lead to the underemployment of younger generations. Food distribution systems are inadequate, while medical, water, education, and sewage systems are strained to their limits. In the more industrialized parts of the world urban infrastructures - schools, roads, police - are declining, while impoverished ghettos are growing. In too many places the "civil society" - the society based on tolerance, order in the streets, and community responsibility - is in question.

Finally, there are complex issues of social justice, many of which co-operatives have historically tried to address; it is as important as ever before that they continue to do so. One of them concerns the unequal position of women around the world. Women are disproportionately evident among the poor; they provide more than their share of labour, paid and unpaid, in most economies; their capacity to control their own lives is often restricted.

Another concerns young people. In many southern countries there is a surplus of young men and women looking for employment and concerned about how they will manage their lives. In most northern countries, the opportunities for full, satisfying employment, for the first time in generations, are declining in number; many young people are consequently facing impoverished futures and limited opportunities.

Demografia-presioa gora doa, kapitala eta ekoizpena geroz eta kontrol gutxiagorekin mugitzen da mundu osoan, zientzia ez dugu zuhurregi erabiltzen eta, ondorioei begiratu gabe, geroz eta ondasun gehiago sortzeko ahaleginetan gabiltza. Eta horrek guztiak beste hirugarren joera garrantzitsu bat sortu du: jendeak ingurunea zaintzeko erabiltzen dituen bideen krisialdia. Ur erabilgarriaren hornikuntza ziurtatzea oso arazo larria bilakatu da; ozono-geruzaren narriadurak guztiok kezkatu behar gaitu; mundu osoan egunero kontsumitzen diren elikagai asko kontaminatuta daude; arrainak, agortezinak ziruditenak, jada ez dira nahikoak arrantza-flotentzako; eta mendeetan zehar jendearen konfidantza izan duten zuhaitzlandaketak tamalgarri murriztu dira.

Laugarrena: mundu osoko erkidegoek geroz eta zailtasun handiagoei egin behar diete aurre. Hegoaldeko hirietan, jaiotza-tasa altuak eta landamigrazioaren tasa altuak direla-eta, baliabideak geroz eta estuago iristen dira, auzo pobre handiak sortzen dituzte eta gazte gehiago dago azpienplegatuta. Elikagaiak banatzeko sistemak ez dira egokiak, eta medikuntza-sistemek, ur-sistemek, hezkuntza-sistemek eta hondakin-uren sistemek eman zezaketena eman dute. Munduko alderdi industralizatuenetan, hirietako azpiegiturak –eskolak, errepideak, polizia– indarra galtzen ari dira, eta ghetto pobretuak, berriz, hazten ari dira. "Gizarte zibila" –tolerantzia, kaleetako ordenean eta erkidegoaren erantzukizunean oinarritzen dena– zalantzan jarri da leku gehiegitan.

Azkenik, gizarte-justiziaren arloan ere badira gai korapilatsu batzuk. Kooperatibak, historian zehar, horietako batzuk konpontzen saiatu dira, eta saiatzen jarraitu behar dute. Gai horietako bat, hain zuzen ere, emakumeek mundu osoan zehar betetzen duten posizio desberdinarena da. Behartsuen artean, askoz ere emakume gehiago dago; ekonomia gehienetan, dagokiena baino eskulan handiagoa jartzen dute (ordainduta edo ordaindu gabe); askotan, emakumeak bere bizitza kontrolatzeko duen gaitasuna mugatuta egoten da.

Beste alderdi bat gazteei dagokiena da. Hegoaldeko herrialde askotan, gizon-emakume gazte gehiegi dago enplegu baten bila bizitza nola antolatu kezkatuta. Iparraldeko herrialde gehienetan, enplegu osoa eta bete lortzeko aukerak, lehenengo aldiz, beherantz doaz; gazte askok, ondorioz, etorkizun pobretua eta aukera mugatuak izango dituzte.

Yet another concerns aboriginal or first peoples. Scattered around the world, often living in the precarious places left to them by the vagaries of history, they typically have few resources and limited institutional capacity to improve their lot.

## **PEOPLE WORKING TOGETHER - THE TWENTY-FIRST CENTURY**

By themselves, cooperatives and cooperators cannot resolve all these great issues, but they can significantly help to do so. They can do so partly in the kinds of growth they foster within their organisations and partly in the ways in which they conduct their affairs.

The most obvious ways in which they can contribute is through expanding in the kinds of endeavour they already do well. For example, co-operatives of various kinds already play significant roles in the production, processing, and distribution of food. Agricultural co-operatives are common around the world; they have served, and continue to serve, farming people effectively while they provide large quantities of high quality products for their customers. They are also bastions of rural communities, in particular by providing stability for smaller producers. Many agricultural co-operatives are also in the forefront of technological change, pace-setters in the processing and distribution of food and other consumer goods.

As trade barriers decline around the globe, agricultural co-operatives face increased competition from the already small number of firms that increasingly dominate the world's agro-food industries. Cooperatives will have to increase their capacity to survive amid such competition, either by concentrating upon the particular kinds of production at which they excel or by marshalling financial and productive capacity in unprecedented quantities. In the latter case, in particular, they must reach out to unite with other co-operatives, be they agricultural, consumer or financial. They must also extend their influence across national boundaries if they are to withstand the competition they face; as never before, cooperatives achieve only part of their potential if they are exclusively concerned with responding to member needs through local action. Doing well in a local community is good, but it is not enough.

Beste alderdi bat indigenei dagokiena da. Mundu osoan zehar sakabana-tuta daude; askotan, historiak ezarritako zoritxarraren ondorioz, halamoduzko lekuetan bizi dira, normalean baliabide gutxi dituzte eta egoera hori hobetzeko dituzten erakundeen gaitasuna ez da nahikoa.

## **ELKARREKIN LANEAN - XXI. MENDEA**

Kooperatibek eta kooperatibistek bakarrik ezin dituzte gai handi horiek konpondu, baina laguntza handia eskain dezakete. Partzialki egin dezakete, bai erakundeen barruan sustatzen dituzten hazkunde-bideetan, bai euren gaiak konpontzeko jarraitzen dituzten bideetan ere.

Kooperatibistek mundu orekatuagoa lortzeko jarrai dezaketen bide errazena, orain ere ondo betetzen dituzten eginkizunak zabaltea da. Adibidez, hainbat kooperatiba-mota dago dagoeneko oso paper garrantzitsuak jokatzen dituen elikagaien horniketan, prozesamenduan eta banaketan. Nekazaritza-kooperatibak mundu osoan komunak dira; nekazariei zerbitzu eraginkorra eskaini diete eta eskainiko diete, eta, aldi berean, bezero-entzako kalitate handiko produktu asko eskaintzen dituzte. Gainera, nekazaritza-erkidegoen gotorleku dira, bereziki enpresa txikien egonkortasuna ziurtatzeko orduan. Aldaketa teknologikoaren abangoardian ere nekazaritza-kooperatiba asko ageri dira, elikagaien eta beste kontsumo-ondasun batzuen prozesamenduaren eta banaketaren buru.

Mundu osoan zehar merkataritza-mugak erortzen ari diren heinean, nekazaritza-kooperatibek munduko nekazaritzako elikagaien industria gerotik eta gehiago menperatzen duten enpresen lehiari aurre egin behar diote, eta, bide batez esanda, enpresa horiek, orain ere, ez dira gehiegi. Lehia horren aurrean, irauteko gaitasuna areagotu behar dute kooperatibek, ekoizpen-moten artean ondoen lantzen dituztenetan zentratuta, edo sekula lortu ez den finantza-gaitasuna eta ekoizpen-gaitasuna lortuz. Azken kasuan, bereziki, beste kooperatiba batzuekin elkartzea lortu behar dute, bai nekazaritza-kooperatibekin, bai kontsumo-kooperatibekin edo baita finantza-kooperatibekin ere. Eragina nazioarteko mugen gainetik hedatu behar dute, aurrean duten lehia gainditu nahi badute; lehenago inoiz ez bezala, bazkideen beharrei erantzuteko toki-ekintzaz bakarrik arduratzen badira, ez dute indarra osorik garatzen. Ona da toki-erkidegoan ondo mugitzea, baina ez da nahikoa.

Because they are normally based on family farm operations, agricultural co-operatives are particularly concerned about perpetuating rural communities and sustaining their economic growth and social stability. They should, therefore, be among the leaders in steadily improving how rural people deal with their environment. This is not an easy issue since it involves reconsidering methods and techniques that have become ingrained in agricultural practice, particularly in the last fifty years, but it is an issue that co-operatives can embrace realistically: their systems of member communications and their commitment to rural communities afford them advantages and insights others do not possess.

Similarly, fishing co-operatives, which can be found in many parts of the world, have a deep commitment to their communities; indeed, some of them are the inheritors of centuries of fishing traditions. They are now involved in an industry that is increasingly important because of the rising global demand for the products of the sea; it is also an industry in which technological advances have encouraged exploitation beyond sustainable capacity in many parts of the world. Fishing co-operatives, in the interests of their members and their communities, can be leading voices for the rational use of what are currently dwindling resources.

The cooperative movement, in its entirety, possesses many of the elements that could allow it to become a determining factor in the international agrofood industries. It has a powerful base in rural and fishing communities. It has some capacity in the food processing industries through the activities of some producer and some wholesale cooperatives. It has the nucleus of a consumer cooperative distribution system in several countries. It has significant financial resources within the cooperative banking sector.

The needs are also becoming clearer. With a rapidly growing global population, the issues associated with the production and distribution of food and other consumer goods are becoming more strategically important. By some time early in the next century, as the global population reaches 10,000,000,000, they will be clearly among the most contentious issues confronting the human family; in some ways, with the often acrimonious debates over international agricultural tariffs, that process has already begun.

The challenge for all kinds of cooperatives associated with food production and distribution, in particular, is to lever the power they already pos-

Normalean, familiarteko nekazaritza-operazioetan oinarritzen direnez, nekazaritza-kooperatibak, bereziki, landa-erkidegoak iraunarazteaz eta hazkunde ekonomikoari eusteaz arduratzen dira. Ondorioz, nekazariak ingurunari ematen dioten erabilera dela-eta, kooperatibek erabilera hori etengabe hobetzeko aitzindarien artean egon behar lukete. Ez da gai erraza, izan ere, nekazaritzan errotuta dauden jokabideak berraztertu behar baitira, bereziki azken berrogeita hamar urteetan errotutakoak. Hala ere, kooperatibek gai hori lantzeko gauza dira: kooperatibek euren bazkideekin dituzten komunikazio-sistemak eta landa-erkidegoekin hartutako konpromisoak besteak ez dituzten abantailak eskaintzen dituzte.

Era berean, arrantza-kooperatibek, munduko leku askotan daudenean, konpromiso sakona dute beren erkidegoekin; izan ere, kooperatiba horietako batzuk mendeetako arrantzaoinordekoak dira. Orain, itsasoko lehen-gaiak eskari globalak gorantz egin duenez, geroz eta handiagoa den industria baten barruan daude; bestalde, teknologiak industria horretan izandako aurrerapenak direla eta, ustiaketak gainditu egin ditu toki askotako aukerak. Arrantza-kooperatibak, bazkide eta erkidegoen mesederako beti ere, baliabide geroz eta murriztagoak arrazoi-legez erabili behar direla ikusrazteko gidari izan daitezke.

Kooperatiba-mugimenduak, osotasunean, nazioarteko nekazaritza-elikaduraren industriar faktore erabakiorra izatera iristeko elementu asko ditu. Landa-erkidegoetan eta arrantza-erkidegoetan oinarri sendoa du. Elikagaien prozesamendurako industriar nolabaiteko gaitasuna ere badu, kooperatiba ekoizle eta handizka saltzen duten kooperatiba batzuen jardueren bidez. Zenbait herrialdetan, kontsumokooperatiba-sistema baten nukleoa dauka. Finantza-baliabide garrantzitsuak ere baditu, kooperatiben banku-sektorean.

Beharrak ere geroz eta argiagoak dira. Azkar hazten ari den biztanleria globalaren aurrean, elikagaien eta kontsumorako beste ondasun batzuen ekoizpenarekin eta banaketarekin erlazionatutako gaiak geroz eta garrantzitsuagoak dira estrategia-mailan. Datorren mendearen hasierarako, biztanleria globala 10.000.000.000 pertsonatakoa izatera iristen denean, horixe izango da gizakiak aurre egin beharko dion gaietan larrietakoa; nazioarteko nekazaritzako mugaburuzko eztabaidek -bide batez esanda, batzuetan oso gogorrek direnek- dagoeneko eman diote hasiera, nolabait, prozesu horri.

Jadanik izan baduten boterea finkatzea da, bereziki, elikagaien ekoizpenarekin eta banaketarekin erlazionatutako kooperatiba-mota ororen erron-

sess so that they can assume an even greater role. That will mean more joint endeavours and more linkages across national and regional boundaries. It will also mean raising more capital, but, over the long term, there can be few better options either financially or idealistically in which to make investments.

The potential role of consumer cooperatives, as the provision of food and consumer goods becomes increasingly problematic, is challenging, even intimidating. While there are exceptions, most national consumer cooperative movements have declined in recent years; a few have even disappeared. Many consumer cooperatives have found it difficult to adjust to modern retailing systems. Many have found it challenging to mobilize the necessary resources to compete effectively in industries characterized by the extensive integration of wholesaling and retailing activities, the expansion of large shopping centres, the financing of relentless advertising campaigns, and the growing power afforded by transnational associations.

The future, however, can only be promising. As people in the industrialized world start to spend similar proportions of their income on food as do people in the developing countries, they will seek opportunities to influence food distribution and pricing power through organisations they own and can trust. If consumer cooperatives can build upon that urge through local cooperatives and harness the cumulative potential in national, regional and international organisations and agreements, then they can only prosper. They cannot fail if their members understand what is at stake and if the stores are managed prudently.

As the global population increases, another very difficult problem will be finding adequate housing in caring communities. Cooperative housing can help meet this need. It has a history of accomplishment in many industrialized countries stretching over a century. It has a promising future in Central and Eastern Europe where strong traditions exist, but the housing legislation that emerges will have to provide appropriate frameworks. Similarly, in many economically developing countries, cooperative housing has considerable potential, meeting the needs of burgeoning populations increasingly clustered around major cities.

ka, horrela are eta eginkizun zabalagoa bete ahal izateko. Hori lortzeko, elkarrekin ahalegin handiagoa egin beharko dute kooperatibek, eta nazio-ko mugen eta eskualdeen mugen artean lotura sendoagoak ezarri beharko dituzte. Aldi berean, kapital gehiago behar dela ere adierazten du, baina, epe luzera, inbertitzeko aukera hobe gutxi egongo da finantzen edo ideien aldetik.

Kontsumo-kooperatibek elikagaiak eta kontsumorako ondasunak banatzeko izan dezaketen zereginak geroz eta arazo gehiago dakartza, erronka handia da, eta beldurgarria ere bai, zenbaitetan. Nahiz eta salbuespenak aurkitu, nazio-ko kontsumomugimendu gehienek beherakada izan dute azken urteetan, eta batzuk desagertu egin dira. Kontsumo-kooperatiba askori oso zaila izan zaio txikizkako salmentarako sistema moderno-etera egokitzea. Kooperatiba askok erronka baten gisa hartu dute honelako industrietan eraginkor izateko beharrezkoak diren baliabide guztiak erabiltzea: handizkako edo txikizkako salmentarako jarduerak garatzen dituzte, merkataritza-zentro handiak dituzte, etengabe publizitate-kanpainak garatzen dituzte, eta nazioarteko elkarteek dakarten boterea dute.

Hala ere, baikorra izan beharra dago etorkizunari begira. Mundu industrializatuko jendea, janaritan, garapendiren herrialdeetako jendeak egiten duen antzeko gastu-proportzioa egiten hasi den neurrian, elikagaien banaketan eta prezioak zehazteko ahalmenean eragina nola lortu aurkitzen saiatuko gara, kooperatiben jabetzapeko eta konfidantzazko erakunde bidez. Kontsumobultzada hori sustatzeko gai badira toki-kooperatiben bidez, eta nazio-ko, eskualdeko eta nazioarteko erakundeen eta akordioen indarra aprobetxatzeko gai badira, aurrera baino ez dute egingo. Bazkideek jokoan dagoena argi ikusten badute eta dendak zuhur kudeatzen badituzte, ezinezkoa da porrota.

Biztanleria globala gora doan heinean, beste arazo larri bat huxe izango da: gizarte-bokazioa duten erkidegoetan etxebizitza egokiak aurkitzea. Behar hori asetzeko, kooperatiba-etxebizitzak ditugu. Herrialde industrializatu askotan, lorpen handiak egin dituzte duela mende bat baino lehenagotik. Europa Erdialdean eta Ekialdean, non tradizio sendoak dauden, etorkizuna pozgarria da, baina etxebizitzari buruzko legeriak testuinguru egokiak eskaini beharko ditu. Era berean, garapen bidean dauden herrialde askotan, kooperatiba-etxebizitzek indar handia lor dezakete hazten ari den biztanleen beharrei erantzunak emanaz, biztanle horiek hiri handien inguruan pilatzen baitira geroz eta gehiago.

Cooperative housing has many advantages, although its financial structures, legislative requirements, and cultural characteristics vary considerably around the world. It permits the maximum development of land with whatever funds are available, whether those funds come from private or public sources. It encourages the formation of communities, at its best escaping the ghettoization typical of many forms of social housing. It allows people to pool resources to reduce maintenance costs while it encourages the sharing of communal responsibilities. In a world where alienation is becoming commonplace, where neighbourhoods are losing cohesiveness, cooperative housing is a positive alternative.

In recent years, some of the most dynamic parts of the international cooperative movement have been the financial cooperatives. They are organised in many different ways, reflecting different origins, priorities, associations, and legislative frameworks; they vary significantly in size and levels of sophistication. Nevertheless, as a group they are different from other banking organisations in their ownership structures and often in their commitments. In many countries they are closely tied to agriculture and rural communities; in others they have become particularly successful in specialized activities, such as the financing of housing or consumer lending.

All of them, however, are confronting the virtual certainty of significant change. Few other kinds of economic activity have been as dramatically altered by technological evolution as has banking. The main reason is obvious: in its essence, banking is an information industry that has been profoundly altered by its adaptations of computing technology. What was once a rather rigid industry has become remarkably flexible; what were once clear divisions among banking, insurance, investment, and fiduciary companies have virtually disappeared; what were once significant barriers, national boundaries, have started to disappear. In the process, the regulation of the industry by governments has been rapidly transformed as national priorities have given way before international banking standards.

All of these changes affect cooperative banking circles, in some ways more than their competitors. Within decentralized cooperative banking systems, for example, deciding upon uniform technological systems can be difficult; and, in some instances where agreements are possible, the costs are prohibitive. In countries where governments used cooperative

Etxebizitza kooperatiboek abantaila handiak dituzte, nahiz eta finantza-egitura, lege-mailako betebeharrak eta kultur ezaugarri desberdinak aurkituko ditugun munduan zehar. Lursailei ahal den etekinik handiena ateratzeko aukera handiena ematen dute, eskura dituzten fondoak edozein izanda ere, fondo horiek iturri pribatuetatik zein publikoetatik etorrita ere. Erkidegoak sortzea errazten dute, horrela ghettoak edo gizarte-etxebizitzetaz osatutako ghettoak saihestuz. Mantenimendu-gastuak murrizteko, jendeak baliabideak elkarren artean banatzea errazten dute eta, aldi berean, erantzukizun komunak banatzeko bidea ere sustatzen dute. Alienazioa geroz eta normalagoa den mundu honetan, auzoek kohesioa galtzen ari diren mundu honetan, etxebizitza kooperatiboak alternatiba positiboa dira.

Azken urteotan, nazioarteko kooperatiba-mugimenduaren zati dinamikoetako batzuk finantza-kooperatibak izan dira. Hainbat modutara antolatzen dira, eta jatorri, lehentasun, elkarte eta legeria-esparru desberdinak dituzte; tamaina eta sofistikazio-maila desberdinak dituzte. Dena den, talde bat diren aldetik, beste banku-erakunde batzuetatik desberdin du egiten dira, bai jabego-egituretan, bai -sarri askotan- konpromisoetan ere. Herrialde askotan, nekazaritza-erkidegoekin eta landa-erkidegoekin lotura sendoak dituzte; beste zenbait herrialdetan, jarduera espezializatuetan arrakasta berezia izan dute, hala nola, etxebizitzaren finantzaketan eta kontsumorako kredituan.

Guztiek, hala ere, etorri badatorren aldaketari aurre egin beharko diote, bistakoa da. Beste oso jarduera ekonomiko gutxi egongo da bankuek teknologiaren garapena dela-eta izan duten aldaketaren parekoa jasan duenik. Arrazoi nagusia argi dago: oinarrian, bankuak informazioaren industria dira, eta, teknologia informatikora egokitzeko saiakeren ondorioz, aldaketa handia jasan dute. Aspaldi nahiko zurruna zen industria, nahiko malgua bilakatu da; aspaldi, bankuen artean, aseguruaren artean, inbertsioen artean eta konpainia fiduziarioen artean zeuden zatiketa argiak gaur egun ia desagertu egin dira; antzina muga garrantzitsuak zirenak –nazioen arteko mugak– gaur egun desagertzen hasi dira. Prozesu hori dela eta, gobernuek ez dituzte industriak lehen bezala arautzen; araugintza hori aldatu egin da, azkar, nazioarteko lehentasunak nazioarteko bankuen arauetara makurtu diren neurrian.

Aldaketa horiek guztiek kooperatibetako banku-zirkuluetan izaten dute eragina, lehiatzaileengan baino gehiago. Adibidez, kooperatiben banku-sistema deszentralizatuetan, teknologia-sistema uniformeak direla-eta ezin erabaki errazik hartu; eta zenbait kasutan, akordioak bidezkoak direnean, kostuek eragozten dituzte. Gobernuek banku kooperatiboak eskual-

banks for regional and local economic programmes, the turn to greater acceptance of the market place for economic growth has created problems of adjustment. In many instances, too, the challenge of raising capital, when capital is often scarce, is intimidating, sometimes nearly impossible.

Yet, there can be no doubt that the future of the cooperative banking sector is bright. Many cooperative banking systems are among the most innovative in the industry. The European banks have made remarkable adjustments as Europe enters into a new and dramatically different era. The older banks of India remain powerful institutions in the national economy despite the changes underway. If organisers can move quickly and the evolving legislation is favourable, the possibilities for cooperative banking in Central and Eastern Europe are remarkable, as it is in China. The record of caisses populaires/credit unions in North America is outstanding, and their accomplishments in many developing parts of the world are truly inspiring.

The future for cooperative banking will require successful adaptation on several fronts. Like all banks they will have to continue to adjust to the changing international financial market- place. This will mean becoming even more integrated into national and international technological systems, despite the threats of homogenization that this entails, both from the ways in which such systems operate and the manner in which they are regulated.

They will also have to emphasize the connections they have with local communities and groups of people, a task made easier by their cooperative roots. Most cooperative banks have a remarkable advantage in their ability to develop deep relationships with their members, the members of the cooperatives they serve, or the particular segments of the general population they seek to attract. This capacity to build on what can be very meaningful relationships is perhaps the greatest structural advantage which they enjoy over their competitors.

In recent years, too, some of them have been very successful in stressing ethical practices in investment activities and the ways in which they conduct their business: it is an approach that benefits society at large and that emanates logically from their cooperative heritage. It stands out in age when many economic organisations do not always adhere to elemental ethical standards.

deko eta tokiko programa ekonomikoetan erabiltzen zituzten herrialdeetan, hazkunde ekonomikoa lortu nahian merkatua onartzeak egokitzapen-arazoak sortu ditu. Kasu askotan, kapitala lortzeko erronka, kapital gutxi dagoenean, kikiltzeko modukoa da, batzuetan ia ezinezkoa.

Dena den, banku kooperatiboen sektoreak etorkizun ona du, ezin da zalantzan jarri. Banku-sistema kooperatiboak industriako berritzaileen eta koak dira. Europako bankuek egokitzapen garrantzitsu batzuk egin dituzte, Europa aro berri batean sartzen ari zen neurrian. Indiako banku zaharrenak, oraindik, erakunde indartsuak dira nazioko ekonomian, aldaketa asko abiarazi diren arren. Antolatzaileek azkar jokatuz gero, eta legeriaren garapena aldekoa bada, Europako Erdialdean eta Ekialdean banku kooperatiboak aukera garrantzitsuak izango ditu, Txinan bezalaxe. Ipar Amerikako caisses populaires/kreditu batasunak izenekoak historiala apartekoa da: eta garapen-bidean dauden munduko herrialde askotan lortu dutena jarraibide aparta da.

Banku kooperatiboaren etorkizunak hainbat alderdi egokitzea eskatzen du. Aldi berean, banku guztiek nazioarteko finantza-merkatu aldakorrera egokitzen jarraitu beharko dute. Ondorioz, nazioko eta nazioarteko teknologia-sistemetan geroz eta gehiago integratu beharko dira, horrek duen homogeneizaziorako arriskua eta guzti (bai sistema horiek funtzionatzen duten moduetan, bai sistema horiek arautzen diren moduetan ere).

Bestalde, erkidegoekin eta tokiko pertsona-taldeekin dituzten harremanak ere azpimarratu beharko dituzte, baina eginkizun hori errazagoa izango da, kooperatiboen jatorriaren beraren ondorioz. Banku kooperatibo gehienek abantaila nabaria dute bazkideekin, zerbitzatzen dituzten kooperatibetako bazkideekin edo erakarri nahi duten biztanleriaren zati jakinarekin harreman sakonak garatzeko gaitasuna dutelako. Lehiatzaileekin konparatuta, harreman adierazkorrak izan daitezkeen horietatik onura atera ahal izatea da, behar bada, kooperatibek duten egitura-abantailarik garrantzitsuena.

Horrez gain, azken urteotan, zenbait kooperatibek arrakasta handia izan dute, inbertsio-jardueretan eta negozioak egiteko orduan praktika etikoak azpimarratzeagatik: planteamendu hori gizartearen mesederako da orokorrean, eta jatorri kooperatibotik berez ondorioztatzen den zerbait da. Azpimarratzekoa da, garai honetan erakunde ekonomiko asko ez baita beti oinarrizko arau etikoetara atxikitzen.



The financial cooperatives also possess within their various kinds of structures one of the first really successful international efforts at collaboration by cooperative organisations: insurance. By its very nature, evident since at least the sixteenth century and arguably since the days of the Roman Empire, insurance invites cooperative forms of organisation: there is an obvious benefit for people combining resources in order to withstand adversity. Moreover, insurance that is provided through formally structured cooperatives should possess the openness and transparent accountability that assures policyholders of reliable service and fair treatment.

Worker cooperatives are another rapidly growing component of the international movement; there is every reason to believe their growth in the future will be equally impressive. They carry within their structures and philosophies some of the most persuasive answers to one of the great questions raised by industrialization: how to ensure that workers enjoy the dignity to which their labour should entitle them. Worker cooperatives have successfully managed large manufacturing concerns; they have also operated the kinds of smaller, flexible enterprises that arguably will become even more important in the evolving economy. In several cases, such as Mondragon, they have demonstrated how workers can pool their resources to build extensive communities based on rewarding labour and social responsibility.

The worker cooperative perspective also encourages other kinds of cooperatives to consider more carefully how they view and treat their employees. It suggests the need to empower employees in ways that are acceptable within existing cooperatives, to give them more responsibilities, to listen more carefully to what they suggest, to reward them appropriately, and to find ways in which they might invest in their cooperatives. It suggests the need to reconsider the styles of management within many cooperatives, styles which usually borrowed uncritically from capitalist enterprise; it invites other cooperatives to consider how they can best empower their employees, increasingly a determinant of economic success.

Similarly, the simple idea of people joining together to provide themselves with health care will have increasing vitality in the years ahead. In many

Finantza-kooperatibek hainbat egitura-mota dituzte, eta egitura-mota horien artean aurkituko dugu, hain zuzen ere, kooperatiba-erakundeen bitartez elkarri laguntzeko lehenengo ahalegin benetan nazioartekoa: aseguruak. Aseguruen izaera dela-eta, XVI. mendetik zalantzarik gabe, eta, ustez, Inperio Erromatarraren garaitik, aseguruak antolamendu-bide kooperatiboetara egokitzen dira: jendeak, zoritxarrari aurre egiteko, baliabideak elkarrekin erabiltzen baditu, onurak nabarmenak dira. Gainera, formalki egituratutako kooperatibek eskaintzen dituzten aseguruak gardentasuna eta kontabilitate gardena izan behar lukete, aseguratupei zerbitzu fidagarria eta tratamendu zuzena ziurtatzeko.

Lan-kooperatibak nazioarteko mugimenduaren hazkunde azkarraren beste osagarri bat dira; badago arrazoirik etorkizunean ere hazkunde izugarria izango dutela pentsatzeko. Lan-kooperatiben egitura eta filosofian industrializazioak eragindako galdera handienetako baten erantzunik arrazoizkoenak aurkituko ditugu: nola ziurtatu langileak lanarengatik dagokien duintasunaz gozatzea? Lan-kooperatibek fabrikazio-negozio handiak arrakastaz kudeatu dituzte; horrez gain, beraiek osatu dituzte enpresa-mota txikienak eta malguenak (eztabaidak eztabaida, garapenean dagoen ekonomian garrantzitsuagoak izango direnak). Zenbait kasutan erakutsi dutenez, hala nola Arrasateko Kooperatiba Korporazioaren kasuan, langileak gai dira baliabideak elkarren artean banatzeko, gero komunitate zabalak eraiki ahal izateko, lana eta gizarte-erantzukizuna saritzeko joeran oinarrituta.

Lan-kooperatibaren ikuspegiak gainontzeko kooperatibetan langileak kontuan hartzeko eta zaintzeko orduan kontu handiagoarekin ibiltzea ere eragiten du. Ikuspegi horrek aholkatzen duenez, langileei gaitasun handiagoa eman behar zaie, eta gaur egungo kooperatibek onartzen dituzten bideetan oinarrituta eman ere; erantzukizun handiagoa eman behar zaie; esateko dutena arreta handiagoarekin entzun; dagokien neurrian saritu; eta behar diren bideak aurkitu kooperatibetan inbertsioak egin ditzaten. Kooperatiba askok erabiltzen dituzten kudeaketa-sistemak aztertzeko beharra azpimarratzen du, sistema horiek enpresa kapitalistatik kritikarik gabe hartutako elementu asko baitauzkate; beste kooperatibei langileen gaitasuna garatzeko deia egiten die, eta horrek gero eta arrakasta ekonomiko handiagoa eragiten du.

Aldi berean, jendeak osasun-laguntza lortzeko elkarrekin bat egiteko aukera du, eta ideia simple horrek, datozen urteetan, gero eta bizitasun

populous parts of the world, health care is deficient; as the population grows, the tragedy of poor national and regional decisions on how to provide health care will become even more obvious, the inappropriateness of making health care largely dependent upon income increasingly more unacceptable.

Cooperative health care, by distributing costs fairly and by placing greater onus on members for their own health, will assuredly be one of the best alternatives available. Cooperative health care, too, typically is concerned about preventative approaches to medicine and it could be structured so that it can foster exchanges among the different kinds of medical practice to be found around the world. Few kinds of cooperative endeavour have a more promising future or offer a more obvious benefit in the unfolding world than cooperative health care.

In embracing these challenges cooperatives will benefit if they ensure that doors are open to women as members, elected leaders, staff and managers. Doing so will be good business because of the economic power women represent, even though they own less than their numbers and labour should warrant. More fundamentally and importantly, though, doing so is simple justice in keeping with the basic commitments obvious in cooperative circles from their beginnings.

Similarly, for reasons of both economy and justice, cooperatives have an obligation to reach out consciously and continuously to young people. In a trite, but also in a meaningful way, the movement's future lies with youth. The rich and diverse traditions of the movement, the subtleties and potential of its philosophies, need to be reconsidered and reapplied by each generation. The sooner young people are involved, the sooner they begin to consider for themselves how the cooperative movement should be adjusted for their times, the better it will be for all. The dialogue across generations of cooperators is a fundamental requirement for continuing success.

There is also a particularly significant opportunity to make cooperative alternatives better known among indigenous people, one of the fastest

handiagoa izango du. Munduko lurralde gainpopulatu askotan, osasunlaguntza oso urria da; biztanleriak gora egiten duen neurrian, osasunlaguntza dela-eta nazio-mailan edo eskualde-mailan hartutako erabaki txarren tragedia gero eta argiago ikusiko dugu; osasunbatez ere diru-sarreraren mende baldintzatuta egotea ez da egokia, eta gero eta onartezinagoa izango da.

Osasunlaguntza kooperatiboa, kostuak zuzen banatzen dituztenez, eta bazkideen eskuetan beren osasunaren gaineko erantzukizun handiagoa uzten duenez, dudarik gabe aukera posibleetan egokienetakoa izango da. Osasunlaguntza kooperatiboa, bestalde, medikuntzaren prebentzio-plan-teamenduz arduratu izan da beti, eta mundu osoan zehar sakabanatuta dauden medikuntza-praktiken artean trukaketak sustatzeko moduan egitura daiteke. Kooperatiba-mailan ahalegin gutxi egin daiteke osasunlaguntzako kooperatiben pareko etorkizuna izango duenik edo garatzen ari den mundu honetan onura nabarmenagoa ekarriko duenik.

Erronka horiei aurre egiterakoan, kooperatibek aukera handiak izango dituzte baldin eta, horretarako, emakumeei ateak zabaltzen badizkiete bazkide, aukeratutako buru, langile eta zuzendarien lana bete ahal izateko. Horrela jokatzeko badute, negozio handia egingo dute, izan ere, emakumeek botere ekonomiko izugarria baitute, nahiz eta kopuruaren arabera eta egiten duten lanaren arabera gehiago merezi izan. Are eta funtsezkoagoa eta garrantzizkoagoa dena: emakumeari aukera horiek eskaintzea justiziaz jokatzeko da, hasieratik kooperatiba-zirkuluetan hartutako konpromisoekin bat egitea.

Arrazoi ekonomikoak eta justizia-mailakoak direla-eta, kooperatibek badute gazteengana kontzienteki eta etengabe iristeko eginkizuna ere. Nola-bait esateko, eta topikoari jarraituta baina, beti ere, benetako zentzua eman nahian, mugimenduaren etorkizuna gazteengan dago. Mugimenduaren tradizio aberats eta desberdinak, ñabardurak eta atzetik dituen filosofien botereak behin eta berriz aztertu eta aplikatu behar dira belaunaldiz belaunaldi. Zenbat eta lehenago erakarri gazteak, zenbat eta lehenago hasi pentsatzen kooperatiba-mugimendua euren garaira nola egokitu, hainbat eta onuragarriagoa izango da guztiontzat. Kooperatibisten belaunaldien arteko elkarriketa oinarritzeko baldintza da arrakasta jarraia lortzeko.

Bestalde, indigenek (munduko biztanleriaren artean hazkunde azkarrenetakoa duen taldea) kooperatiba-alternatibak hobeto ezagutzeko aukera

growing segments of the global population. In some instances, doing so will be easy in that it will be simply an extension of the way they have traditionally conducted their affairs. In other instances, where more hierarchical political and economic structures have prevailed, it will be more difficult. Given their population size, the quantity of land they possess or soon will possess, and the kinds of economic activity in which they are engaged or expect to be engaged, the potential for them and their neighbours of cooperative enterprise is remarkably promising.

ere oso garrantzitsua da. Zenbait kasutan, erraza izango da, izan ere euren lana aurrera ateratzeko tradizionalki jarraitu duten sistemaren hedapena besterik ez baita izango. Beste zenbait kasutan, ekonomia-egitura eta politika-egitura hierarkikoak gorde diren kasuetan, zailagoa izango da. Biztanleria horien tamaina kontuan hartuta, dituzten lurak edo edukiko dituztenak kontuan hartuta, eta garatzen dituzten edo garatuko dituzten jarduera-motak kontuan hartuta, enpresa kooperatiboaren ahalmena oso baikorra da bai eurentzat bai eta euren bizilagunentzat ere.

## THE PROMISE

The cooperative movement is a movement of perpetual promise, a movement of becoming, not of ending. It never achieves a state of perfection; it never rests satisfied with what it has accomplished. It is a movement that is always torn between what its philosophy suggests and the contemporary world requires. It is a movement that fails unless committed, pragmatic cooperators continuously consider the choices their cooperatives must make in responding to member needs, in achieving broader goals, and in adhering to cooperative principles in their daily activities. They are choices that are never finally made; there are no decisions that are completely perfect.

Cooperators make choices for each cooperative within two broadly related yet somewhat distinct contexts. The first applies to the internal operations of the cooperative: the concerns are that the cooperative be efficient, that it meet member needs, that it conform appropriately with cooperative practice. The second refers to how the cooperative relates to the rest of the cooperative world and to its community: the concerns are about the effectiveness of relationships with other cooperatives, the expansion of the movement generally, and the movement's social obligations. Only the members of the cooperatives, directly or indirectly through their elected leadership and management structures, can make decisions about such difficult issues. In either event, the decisions will seldom be easy and they will vary over time.

It is in making those decisions, though, that the cooperative promise is fulfilled. It is in struggling to understand how the range of possible action implicit in cooperative thought, principles, and practice should be applied in the contemporary experience that cooperators make their contribution. It is in accepting the necessity for addressing the need to think about those choices that cooperative organisations achieve their highest purposes. In the final analysis, the cooperative promise is that it is possible and ultimately necessary that economic and social affairs be conducted democratically and responsibly for the present and long-term benefits of the members and their communities; it is neither easy nor simple, but it can be the best alternative.

## AGINTZA

Kooperatiba-mugimendua betiko agintza egiten duen mugimendua da, hasiera bai baina amaierarik ez duen mugimendua da. Ez du egoera hobezina inoiz lortzen, lortzen duenak ez du inoiz guztiz asetzen. Mugimendu honetan, bi alderdi ditugu kontrajarrita beti: alde batetik mugimenduen beraren filosofia, eta, bestetik, gaur egungo munduak eskatzen duena. Mugimendu horrek porrot egingo du, non eta kooperatibista pragmatiko batzuek ez duten pentsatzen zeintzuk diren erabakirik zuzenenak bazkideek dituzten beharrei erantzuteko, helburu zabalagoak lortzeko, eta eguneroko jardueretan kooperatibaren printzipioetara atxikitzeko. Erabaki horiek ez dira inoiz behin-betikoak izaten; ez dago guztiz hobezina den erabakirik.

Kooperatibistek kooperatiba bakoitzarentzat hartzen dituzten erabakiak bi testuingururen barruan hartzen dituzte, elkarren artean erlazioa dutenak nahiz eta desberdinak izan. Lehenengoa kooperatibaren barne-operazioei dagokie: helburua kooperatiba eraginkorra izatea da, bazkideen beharrei erantzutea, kooperatiben praktikarekin bat egitea. Bigarrena kooperatiba eta gainontzeko kooperatiben munduaren eta erkidegoaren arteko erlazioari dagokio: beste kooperatiba batzuekin dauden harremanak eraginkorrak izatea lortu nahi da, kooperatibaorokorrean zabaltzea, baita mugimenduen gizarte-eginkizunak ere. Kooperatibetako bazkideek bakarrik har ditzakete gai korapilatsu horiei buruzko erabakiak, zuzenekoak edo zeharkakoak, aukeratutako buruaren eta kudeaketarako egituren bidez. Edonola izanda ere, erabakiak oso gutxitan izango dira errazak, eta denborarekin aldatu egingo dira.

Dena den, erabaki horiek hartzean betetzen da kooperatiben agintza. Kooperatiben pentsamendu, printzipio eta praktikaren barruan burutu daitezkeen ekintza-sorta egungo esperientzian nola aplikatu beharko litzatekeen ulertzeko borroka da kooperatibisten ekarpena. Erabaki horietan pentsatu beharra ere kontuan hartu behar dela onartzean lortzen dituzte, kooperatiba-erakundeek, helbururik handienak. Kooperatibek egindako agintza, azken batean, honako hau da: ekonomia-gaiak eta gizarte-gaiak demokratikoki eta erantzukizunez gauzatu daitezke eta hala gauzatu behar dira, bazkideen gaur egungo eta etorkizuneko onurarako, baita erkidegoaren onurarako ere; ez da ez erraza ez sinplea, baina baliteko alternatibarik egokiena izatea.