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## **Deliverable achievement report**

**D4.4.1 Training of rural cooperatives in  
business strategies and spirit**

## D 4.4.1. Training of rural cooperatives in business strategies and spirit

*4.4.1 Training rural cooperatives in business strategies and to the spirit* it is aimed at encouragement sustainable economic development rural community through empowerment rural cooperatives. In the challenges with which they cooperate facing, like what are financial limitations and marketable competition, it is important to identify ways to strengthen their capacity and competitiveness.

As a key assessment tool and planning Oxfam's was used **Capacity Assessment Tool (CAT)**. This tool enables cooperatives reflective assessment own capacity you identify key areas for improvement.

### Preparation and implementation surveys based on the CAT tool

To get better understood specific needs each cooperative, was made customized survey questionnaire on based on the CAT tool. The survey included key aspects operations of cooperatives, including financial administrative, organizational abilities, marketable strategies, management resources and human potentials your sustainable business practices and innovations.

The assessment has been carried out among cooperatives in Italy, Tunisia, Lebanon, Morocco, Algeria and Croatia. Data obtained from surveys enabled are deep insight into the current challenges and needs each cooperative.

### 1.Summary of Survey Results

Cooperative Name	Country	Year Established	Active Members	Primary Goal	Main Challenges	Opportunities
Cooperativa di Comunità Corte di Rigoso	Italy	in 2020	70	Revitalization of mountainous areas, counteracting abandonment	Seasonality of services, limited tourist accommodation, financial resources	Webinars, expanding market, improving operational efficiency
Force mountains	Croatia	in 2023	15	Empowering women, preserving traditional crafts	Lack of formal financial systems, limited market access, need for training	Financial management, market expansion, member training
Al Malik Cham	Lebanon	2017 (informal)	7	Economic stability through production of traditional mouneh products	Lack of resources, need for legal formalization, high raw material costs	Financial management, market expansion, technology investment
Alamal	Morocco	in 2005	13	Promote medicinal plants, create job	High production costs, competition, adapting to	Market expansion, operational efficiency,

				opportunities for rural women	environmental regulations	human resources
Al Wiam	Algeria	in 2022	6	Marketing of farm products, defending members' interests	Market competition, financial limitations, technological advancements	Market expansion, operational efficiency, innovation
GDA Alhayet	Tunisia	2015	6	Empowering women through training and agricultural support	High operational costs, difficulty obtaining loans, lack of funding	Market expansion, training in beekeeping, packaging, marketing

### Production of the action plan for the activity training

Based on collected data highlighted are the following recommendations:

- Inclusion additional modules – Focusing on specific no the challenges they face rural cooperatives, including financial questions and marketable strategies.
- Development mentoring program – Introduction mentoring program that will be to support cooperatives in implementation smart one's business strategy.

### Goal trainings:

Strengthen capacities of cooperatives through training in finance management, market strategies, organizational skills your sustainable business practices.

### Action plan:

#### 1. Developing modules training

- **Activities:** Preparation specific modules training that will cover key areas business, including:
  - Management finances
  - Market strategies and expansion markets
  - Sustainable business and innovations
  - Management human resources
  - Digitization business

**Output:** Customized training modules for each cooperative

## 2. Recommended training for cooperatives according to identified needs

Country	Cooperative Name	Identified needs	Recommended trainings
Italy	Cooperativa di Comunità Corte di Rigoso	Financial resources, better tourist accommodation, more efficient marketing strategies	1. Training on financial management and attracting investments 2. Workshops on improving accommodation services 3. Digital marketing and promotion strategies
Croatia	Force mountains	Formal financial systems, market access beyond the local community, more training in business practices	1. Training on formalization financial system 2. Training in marketing expansion strategies markets 3. Workshops on entrepreneurial skills and business practices
Lebanon	Al Malik Cham	Legal formalization, access to financial resources, raw material and electricity cost reduction	1. Training on legal procedures for the formalization of the 2nd Management Workshop costs and optimization of resources 3. Access financial sources and supports
Morocco	Alamal	Access to financing, sustainability practices, market expansion	1. Access training financial sources and credits 2. Workshops on sustainable business practices 3. Training for development strategy expansion markets
Algeria	Al Wiam	Improved financial resources, technological modernization, market competition	1. Training on strategies financial management 2. Technical workshops on modern agricultural technologies 3. Training on competitiveness on the market
Tunisia	GDA Alhayet	More fair loan options, better transportation for members, continued training in advanced skills	1. Workshops on access credit options 2. Training on organization of transport and logistics 3. Continuous training in advanced skills and innovations

## 2. Implementation of training

- **Activities:** Implementation workshop and webinars for members of cooperatives according to specific needs each state.
- **Output:** Minutes and reports on the implementation activities.

## 3. Mentoring program

- **Activities:** Development long-term mentoring support program cooperatives in application acquired knowledge.
  - **Output:** Defined mentors and plans mentoring activities.

## 4. Tracking and evaluation

- **Activities:** Regular tracking progress of cooperatives through evaluation and analysis.
- **Output:** Reports on the progress of cooperatives i evaluation success training.

## 5. Final report

- **Activities:** Production final success reports program training and recommendations for further development.
- **Exit:** Final report with recommendations.

## Conclusion

This action plan for the activity training aims to long term strengthen rural cooperatives through targeted activities training and mentoring. Through customized modules, mentoring programs and continuous evaluation, cooperatives will get tools and knowledge needed for improvement financial sustainability, expansion to new markets and increase competitiveness.

## Justification of delay

No delay

## Supporting documents

- The survey we administered
- Survey analysis report for D4.4.1 Training of rural cooperatives in business strategies and spirit



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## **Survey analysis D4.4.1 Training of rural cooperatives in business strategies and spirit**

## Survey analysis report for D4.4.1 Training of rural cooperatives in business strategies and spirit

Task D 4.4.1. entitled "Training of rural cooperatives for business strategies and entrepreneurial spirit" represents a key step in encouraging the sustainable economic development of rural communities. The goal of this task is to improve the capacities of rural cooperatives through training and training for the application of modern business strategies and entrepreneurial skills. Such education aims not only to increase their competitiveness on the market, but also to contribute to the long-term economic development of these communities, which is of vital importance for their sustainability.

In order to evaluate the results of the activities carried out so far, we conducted a survey among the members of the cooperatives that participated in the training program. The survey covered key aspects of the program, such as the level of satisfaction of the participants, the usefulness of the acquired knowledge and their plans for applying the learned business strategies in practice. In this report, we will present the results of the survey, analyze the participants' feedback, and give recommendations for further improvement of the program.

The survey results will be crucial in understanding the effects of this initiative on the operations of cooperatives and in defining future steps to strengthen their entrepreneurial spirit and business sustainability.

### **Survey analysis for the cooperative Cooperativa di Comunità Corte di Rigoso**

Country: Italy

Year of establishment: April 2020

Number of active members: Around 70 members, 4 of whom actively work in the cooperative.

Primary goal: Revitalization of the territory and counteracting the abandonment of mountainous areas through various initiatives.

### **Organizational structure and leadership**

Formal structure: The cooperative has a president, a board of directors, and uses a WhatsApp group for quick communication.

Leadership selection: Leaders are elected every 3 years at the general assembly of members

Meetings: Meetings are held frequently, mainly in the evening or on weekends.

### **Financial management**

Financial management: Managed by the board of directors and an official treasurer, with significant financial knowledge among board members.



Revenue generation: Sales of products and services such as a bar/restaurant, a small store, room rentals, and e-bike rentals

Main costs: Operating costs, production costs, marketing and promotion, financial costs

Sources of income: Sales of products and services, membership fees, subsidies, and donations.

### **Human resources and membership**

Membership criteria: There are criteria, but they are not specified in the provided document.

Membership benefits: Social benefits, keeping the village alive.

### **Marketing and sales**

Marketing channels: Cooperative website, social networks, municipal tourism website, press releases, Booking.com for room reservations.

Sales channels: Sales in the cooperative, local stores, delivery, online sales

### **External relations and partnerships**

Cooperation: With other cooperatives, private and public companies in tourism, and sports and leisure associations

Government cooperation: Participation in projects funded by the EU.

### **Organizational development**

Capacity building and training: The cooperative undergoes capacity-building initiatives and training.

Future plans: Market expansion, improving operational efficiency, developing human resources, financial stability, innovation, environmental responsibility.

### **Main challenges**

Challenges: Seasonality of services, distance from Parma, the need for more tourist accommodation, financial resources, organizational challenges

### **Opportunities for growth**

Training programs: Can significantly help address challenges, with a focus on webinars due to the geographical dispersion of members.

Women's empowerment: Educating women in marketing and management, developing agronomic skills.

## **Conclusion**

The survey provides detailed insights into the work and needs of the "Corte di Rigoso" cooperative. Training programs, especially webinars, can significantly contribute to improving business strategies, operational efficiency, and strengthening cooperation among members. Gradual growth, alongside increased resources and support can help the cooperative overcome current challenges and capitalize on opportunities for further development.

### **Survey analysis for the cooperative Snaga gorja (The power of the mountains)**

Country: Croatia (Skrad)

Year of establishment: Early 2023

Number of active members: 15

Primary goal: Empowering women in the rural community of Skrad by preserving and promoting traditional crafts and knowledge, creating economic opportunities for members, and contributing to the region's cultural heritage.

#### **Organizational structure and leadership**

Formal structure: The cooperative has a president, a liquidator, and a treasurer.

Management: Currently managed by a few founders; formal leadership selection processes are planned

Meetings: Held regularly (weekly or several times a month)

#### **Financial management**

Financial management: Regular financial records are maintained, with the treasurer responsible

Sources of income: Sales of products, membership fees, subsidies, and donations

Costs: Operating, production, marketing, and financial costs

#### **Human resources and membership**

Membership criteria: Yes, the cooperative has defined criteria.

Membership benefits: Access to a support network, training and education, participation in decision-making, joint efforts for resource and market access

#### **Products and services**

Products: Baked goods, berry jams, natural cosmetics, handmade jewelry

Production organization: Cooperation among members in teams according to expertise

## **Marketing and sales**

Marketing channels: Local events, social media

Sales channels: Sales at the cooperative, local stores, delivery, online sales

Pricing: Determined by costs, the market, and cooperative decisions

## **External relations and partnerships**

Cooperation: Local businesses, NGOs, educational institutions

Government cooperation: Yes, the cooperative works with the Skrad municipality for financial support and participation in joint projects

## **Organizational development**

Future plans: Market expansion, improving operational efficiency, developing human resources, financial stability, innovation, and environmental responsibility.

## **Challenges and opportunities**

Challenges: Lack of formal financial systems, limited access to markets outside the local community, insufficient financial resources for expansion, need for more training in modern business practices

Opportunities for growth: Implementation of advanced financial practices, expanding training programs, strengthening marketing efforts, investment in technology and infrastructure.

## **Conclusion**

The survey shows that the "Snaga Gorja" cooperative is strongly committed to empowering women and sustainable development but faces challenges such as limited financial resources and the need for additional training. Key growth opportunities include improving financial management, expanding markets, and strengthening member capacities through continuous education and professional development. Strategic partnerships and modernization of operational processes will also play a crucial role in the cooperative's future development.

## **Survey analysis for the cooperative "Al Malika Chama"**

Country: Lebanon (Bekaa Beit Chama)

Year of establishment: 2017 as a group, in the process of formalizing as a cooperative

Number of active members: 7 active daily members, with the possibility of increasing as needed.

Primary goal: Production and sale of mouneh products for economic stability

## **Organizational structure and leadership**

Formal structure: There is no formal structure due to waiting for legal registration, but there are individuals responsible for marketing, finance, and production.

Leadership: The president, Hiyam, manages the cooperative due to her experience and initiative

Meetings: Held once a week

### **Financial management**

Financial management: Records are kept daily in Excel, with an external financial engineer hired annually to create a budget.

Revenue generation: Sales of products

Main costs: Operating, production, marketing, and financial costs

Sources of income: Product sales, donations, subsidies

### **Human resources and membership**

Membership criteria: Love for work, dedication, respect for cooperative rules

Membership benefits: Economic and social empowerment of women, financial independence, participation in social events

### **Products and services**

Products: Traditional mouneh products such as jams, pickled vegetables, dried herbs, juices, distilled waters, molasses, dairy products, etc.

Production organization: Seasonal production

### **Marketing and sales**

Marketing channels: Participation in fairs, social media

Sales channels: Sales at the cooperative, local stores, delivery, online sales

Pricing: Determined by costs, the market, and cooperative decisions

External relations and partnerships

Cooperation: Currently no partners

Government cooperation: Waiting for legal status formalization.

### **Organizational development**

Capacity building and training: The cooperative undergoes capacity-building initiatives and training.

Future plans: Market expansion, improving operational efficiency, developing human resources, financial stability, innovation, environmental responsibility.

### **Challenges and opportunities**

Challenges: Lack of water, unavailability of daily workers, high costs of raw materials and electricity

Opportunities for growth: Improving financial management, expanding markets, investing in technology and infrastructure, continuous member education.

### **Conclusion**

The survey shows that the "Al Malika Chama" cooperative has a clear goal of economic stability through the production and sale of Mouneh products but faces challenges such as lack of resources and the need for legal formalization. Key growth opportunities include improving financial management, expanding markets, strengthening member capacities, and investing in technology. Strategic partnerships and government support will also play an important role in the cooperative's future development.

### **Survey analysis for the cooperative "ALAMAL"**

Country: Morocco

Founded: May 2005

Active Members: 13 members

Mission: To promote the value of medicinal and aromatic plants, preserve biodiversity, create job opportunities for rural women, and improve their socio-economic conditions.

### **Management and Leadership**

The cooperative operates under a formal organizational structure with a president and other roles decided by a voting process during a general assembly.

Meetings Frequency: Members meet regularly, with several options listed, including once a week or once a month.

Strategic Planning: The cooperative engages its members in strategic planning, with moderate to high levels of participation and regular updates to strategies.

### **Financial Management**

Income is generated through the sale of products, and a portion of profits is reinvested in raw materials and other business expenses.

The main sources of income include product sales, membership fees, and external funding such as subsidies or donations.

The cooperative's financial records are regularly documented, and they have both short-term and long-term sales projections.

## **Challenges and Opportunities**

Challenges: The cooperative struggles with high production costs due to droughts affecting raw material availability and difficulties accessing financial resources.

Market Challenges: They face competition, limited financial resources for expansion, technological advancements, and adapting to environmental regulations.

Opportunities for Growth: Expansion into new markets, improving operational efficiency, and enhancing human resources through ongoing training were highlighted as key growth strategies.

## **Human Resources and Membership**

Membership is restricted to women over 18 years old, with benefits including improved financial stability and access to agricultural training.

Members are involved in producing and selling a range of products, including couscous, medicinal plants, and essential oils.

## **Marketing and Sales**

The cooperative markets its products traditionally as well as through Instagram, local markets, and online sales.

Pricing is based on either market conditions or production costs, depending on the product.

## **Training and Development**

Preferred Training Methods: Workshops, webinars, and on-site training were identified as the most effective formats.

Training Frequency: Members prefer to attend training sessions several times a year.

Trainers: There is a preference for external experts or a mix of external and internal trainers.

## **Future Goals**

The cooperative aims to expand into new domestic and international markets, enhance operational efficiency, and promote sustainability through innovative practices and environmental responsibility.

Financial stability is a key goal, with plans to seek grants and subsidies to support long-term sustainability.

## **Empowerment and Contribution to Community**

The cooperative is seen as a vehicle for women's empowerment by providing job opportunities and practical experience in rural settings.

## **Analysis Summary**

The survey indicates that Cooperative ALAMAL is well-structured, with clear leadership and strategic goals. However, they face significant challenges related to raw material costs, financial limitations, and market competition. There is a strong focus on sustainability and innovation, and the cooperative recognizes the importance of training and human resource development for future growth.

To further improve their operations, they could benefit from more robust external partnerships, additional funding avenues, and ongoing capacity-building initiatives. The cooperative's commitment to environmental sustainability and empowering women positions them as a key player in rural development in Morocco.

### **Survey analysis for the cooperative “AL WIAM”**

Country: Algeria

Year of establishment: 2022

Active members: 6

Its primary mission is the marketing of farm products, both animal and vegetable, and defending the interests of its members. This cooperative demonstrates a formal organizational structure with a president, director, and accountant, and operates with clearly defined leadership and management practices. The following is an analysis of the key findings from the survey.

#### **Organizational Structure and Leadership**

**Leadership:** Leadership positions within the cooperative are held by individuals such as Miss Douss Ilhem, and leaders are selected through a voting process based on their managerial skills. This democratic selection ensures the members' active participation in choosing their leaders.

**Meetings:** Regular meetings are held several times a year, ensuring active decision-making. The cooperative also has written policies to regulate its operations, which strengthens its organizational framework.

**Strategic Planning:** While strategic planning exists within the cooperative, it is carried out at a moderate level, with members involved in the process of planning and goal setting.

## **Financial Management**

**Financial Oversight:** The cooperative manages its finances through a system where the accountant consults with the members, ensuring transparency and collective decision-making. Financial records are regularly documented.

**Revenue Generation:** Income is generated primarily through the sale of products (such as milk, cereals, livestock feed and traditional foods), indicating that the cooperative focuses on agricultural products. Additionally, members contribute regular fees, and the cooperative receives subsidies and donations, providing diverse income streams.

**Main Costs:** The primary expenses for the cooperative include operational costs (salaries, rent, utilities), production costs (raw materials, equipment maintenance), and marketing costs. Financial costs such as interest on loans and bank fees also contribute to their expenditures.

## **Human Potential and Membership**

**Membership Criteria:** To join the cooperative, individuals must have a spirit of cooperation and actively participate in production or marketing. This ensures that only committed members join, which helps in maintaining productivity and engagement.

**Benefits for Members:** Members benefit from a network of contacts and markets, as well as access to advice and support in their business activities. This creates a collaborative environment where members support each other's growth and success.

## **Marketing and Sales**

**Marketing Channels:** The cooperative markets its products through a network of stores, fairs, and telephone sales, showcasing a mix of traditional and direct sales methods. This strategy provides access to both local and broader markets.

**Sales Channels:** Products are sold at the cooperative itself, in local stores, through delivery, and via online platforms. This diversity in sales channels helps to reach a wider customer base.

**Pricing:** Product pricing is determined by a combination of costs and market conditions, ensuring competitiveness while maintaining profitability.

## **External Relations and Partnerships**

**Collaborations:** The cooperative collaborates with other organizations for the acquisition of raw materials for processing, and they work together to coordinate pricing. This partnership approach strengthens the cooperative's supply chain and market presence.



Government Cooperation: The cooperative also collaborates with the government, particularly in the promotion of traditional products, benefiting from state-supported initiatives.

### **Challenges and Opportunities**

Challenges: The cooperative faces significant competition in the market and struggles with producing high-quality products. Insufficient financial resources for expansion and modernization, adapting to technological advances, and implementing sustainable practices are major challenges.

Opportunities: Expanding into new markets, improving operational efficiency, and developing human resources through continuous education are key opportunities for growth. The cooperative is focused on increasing its presence in domestic and international markets, enhancing production efficiency, and maintaining financial stability through innovation and sustainability.

### **Training and Capacity Building**

Training Needs: The cooperative has undergone capacity-building initiatives and recognizes the need for further training in all aspects of production, marketing, and resource management. Members express a preference for workshops, webinars, and on-site training, with external experts and experienced cooperative members leading the sessions. These training programs are seen as critical to addressing current challenges and improving operational efficiency.

Empowerment of Women: The cooperative sees itself as a vehicle for empowering women, particularly in the ease of marketing farm products, access to better financing, and defending their interests with local authorities. This focus on women's empowerment is aligned with the cooperative's broader social mission.

### **Future Plans**

Growth Goals: The cooperative's goals for the future include expanding into new markets, improving production processes, investing in technological innovation, and becoming more environmentally responsible. The cooperative aims to ensure long-term financial stability by exploring new financing options such as grants and subsidies.

### **Conclusion**

The "Al Wiam" cooperative demonstrates solid foundations in terms of organizational structure, leadership, and financial management. However, the cooperative faces challenges

related to competition, financial resources, and technological advancements. There are significant opportunities for growth through market expansion, training programs, and investment in innovation. With a focus on women's empowerment and sustainability, the cooperative is well-positioned to contribute to the socio-economic development of the rural community in Algeria. Continued capacity building and stronger external partnerships will be essential for overcoming obstacles and realizing the cooperative's full potential.

### **Survey analysis for the cooperative "GDA Alhayet"**

Country: Tunisia

Year of establishment: 2015

Active members: 6

The GDA Alhayet cooperative, focused on creating livelihood opportunities for women by empowering them through information and training. The cooperative supports women in both agricultural and non-agricultural fields, providing a platform for personal and professional growth. The following analysis highlights the key findings from the survey.

#### **Organizational Structure and Leadership**

**Formal Structure:** The cooperative operates under a formal structure, with a president and treasurer. Leadership is democratically elected, ensuring fair participation from the members.

**Meetings and Decision-Making:** The cooperative holds regular meetings several times a month where decisions are made. All members are involved in the decision-making process, reflecting a collaborative and inclusive approach.

**Strategic Planning:** The cooperative engages in strategic planning, with moderate levels of long-term planning and regular reviews of its strategy.

#### **Financial Management**

**Financial Oversight:** The cooperative has a bank account, and financial transactions such as rent payments are made under the supervision of both the president and the treasurer. This dual oversight ensures accountability.

**Revenue Generation:** Income is generated through the sale of products and services, with the cooperative providing a variety of traditional goods, such as wheat-based products (couscous, semolina), honey, spices, and herbs. Membership fees and subsidies also contribute to the cooperative's financial resources.

**Main Costs:** The main financial burdens include operating costs such as rent (250 DT/month), transportation for members, and production costs for raw materials and equipment.

### **Human Resources and Membership**

**Membership Criteria:** Women who wish to join the cooperative must have skills in agriculture and a passion for working in this field. Members benefit from training in financial literacy, management, and packaging, as well as personal development programs aimed at boosting self-confidence and financial independence.

**Benefits:** Members receive comprehensive training in various fields, including financial and administrative management, beekeeping, poultry farming, and packaging. These skills help members increase their knowledge in managing both household and business finances.

### **Marketing and Sales**

**Marketing Channels:** The cooperative markets its products through exhibitions, direct sales, and its Facebook page. This multi-channel approach helps the cooperative reach both local and regional customers.

**Sales Channels:** Products are sold directly at the cooperative, in local stores, through deliveries, and online. These diverse channels help the cooperative reach different markets.

**Pricing:** Pricing strategies are based on production costs and market conditions, ensuring that products remain competitive while covering the cooperative's expenses.

### **External Relations and Partnerships**

**Partnerships:** The cooperative has established strong relationships with organizations such as the Rural Women's Cell, which provides advisory services, transportation, and support for attending meetings. The cooperative also collaborates with entities like the Cattle Breeding Office and ENDA Inter-Arab, which offer training and market assistance.

**Government Cooperation:** The cooperative maintains links with regional authorities, benefiting from training programs and government support, though there are challenges in obtaining consistent financial backing.

### **Challenges and Opportunities**

**Challenges:** Key challenges include the high cost of rent, transportation expenses for members, lack of funding, and the absence of a license, making the cooperative's work voluntary. Difficulty in obtaining loans with fair terms, competition in the market, and the high cost of adopting new technologies also present significant obstacles.

**Opportunities:** The cooperative sees opportunities for growth by expanding into new markets, improving operational efficiency, and developing human resources. Further training in packaging, beekeeping, and marketing will help the cooperative improve product quality and reach larger markets.

### **Training and Capacity Building**

**Training Needs:** Continuous training is essential for members, especially in technical fields like packaging, canning, and beekeeping. The cooperative prefers training led by external experts, with a mix of workshops, webinars, and on-site sessions. This ongoing education is seen as vital for the cooperative's growth.

**Impact of Training:** Training has already played a critical role in enhancing members' financial literacy and technical skills. Additional training in marketing and resource management is required to strengthen the cooperative's operational capabilities.

### **Future Plans**

**Expansion Goals:** The cooperative aims to expand into new domestic and international markets, improve production processes, and ensure financial stability by seeking grants and subsidies. Investing in innovation and technology is also a priority, with a focus on sustainability and environmental responsibility.

**Sustainability:** The cooperative is committed to implementing environmentally friendly practices in all aspects of its operations, ensuring long-term sustainability.

### **Conclusion**

The GDA Alhayet cooperative plays a crucial role in empowering women in rural Tunisia, offering opportunities for financial independence and personal development. However, the cooperative faces significant financial challenges, such as high operational costs and difficulty in obtaining fair loans. By leveraging training programs, expanding market reach, and strengthening partnerships with government bodies and external organizations, the cooperative has the potential to grow sustainably and improve the livelihoods of its members. Continued investment in education, particularly in technical fields, and stronger support from financial institutions will be key to overcoming current challenges and realizing its growth potential.

### **Final conclusion based on the analysis of all cooperatives.**

The analysis of surveys from various cooperatives shows that rural cooperatives are essential for fostering economic development and empowering women in rural communities. While each cooperative faces specific challenges, such as financial constraints, lack of space, and market competition, their shared goals include market expansion, improving operational efficiency, and achieving sustainability through innovation. Training programs, particularly in financial management, marketing, and technical skills, are recognized as key to future growth. Strengthening partnerships with external stakeholders and gaining access to additional resources will enable cooperatives to significantly contribute to the long-term sustainability of their communities.



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## **D4.4.1 Training of rural cooperatives in business strategies and spirit**

## Description of completion

Training rural cooperatives in business strategies and entrepreneurial spirit is crucial for fostering sustainable economic development in rural communities. By equipping cooperative members with the necessary skills and knowledge, these training programs enable them to effectively manage their enterprises, optimize resource utilization, and enhance their competitive edge. The focus is on teaching strategic planning, financial management, marketing, and innovative problem-solving. Additionally, instilling a strong entrepreneurial spirit encourages proactive thinking, resilience, and adaptability, empowering cooperatives to seize opportunities and navigate challenges. Ultimately, such training cultivates a culture of self-reliance and collaborative growth, driving socio-economic progress in rural areas.

## Survey on the Training of rural cooperatives in business strategy

This research aims to gather insight into the training needs and aspirations of women's cooperatives involved in rural business development. Your answers will help design effective training programs to improve business strategies and foster cooperative entrepreneurship.

### GENERAL INFORMATION

1. Name of your cooperative.

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2. Country where your cooperative comes from.

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3. When was the cooperative founded?

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4. How many active members are there currently in the cooperative?

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5. What is the primary goal or mission of the cooperative?

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6. Does the cooperative have a formal organizational structure (eg president, board of directors, supervisory board, assembly, commissions...)?

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### MANAGEMENT AND LEADERSHIP

7. Who holds management positions within the cooperative?

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8. How are leaders chosen within the cooperative? (briefly explain)

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9. Are there regular meetings where decisions are made? How often does this happen?  
(Circle the answers)

- a) They are not maintained at all
- b) They are held once a week
- c) They are held several times a week
- d) They are held once a month
- e) They are held several times a month
- f) They are held once a year

g) They are held several times a year

10. Does the cooperative have written policies or statutes that regulate its operations?  
(Circle the answers)

a) Yes

b) No

11. Does the cooperative have a defined process for long-term planning of goals and strategies?

a) Not at all/absent

b) Low

c) Moderate

d) Considerable

e) High

f) Fully/completely

12. Who participates in the process of strategic planning in the cooperative?

(board members, employees, cooperative members, external experts, etc.)

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13. How often is the cooperative's strategy reviewed and updated?

g) Not at all/absent

h) Low

i) Moderate

j) Considerable

- k) High
- l) Fully/completely

### **FINANCIAL MANAGEMENT**

14. How does the cooperative manage its finances?

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15. Are financial records and transactions regularly documented?

- a) Yes
- b) No

16. How does the cooperative generate income?

- a) It does not generate income
- b) Yes, it generates revenue by selling products
- c) Yes, it generates income from the sale of services
- d) Other (Specify)

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17. What are the main costs of the cooperative? (circle the answer)

- a) Operating costs: employee salaries, space rent, utilities, administrative costs.
- b) Production costs: raw materials, equipment, maintenance.

- c) Marketing and promotion: costs of advertisements, promotional materials, events.
- d) Financial costs: interest on loans, bank fees.

18. What are the sources of income of the cooperative? (circle the answer)

- a) Selling products/services: the main source of income.
- b) Membership fees: regular contributions of cooperative members.
- c) Subsidies and incentives: funds from the state or EU funds.
- d) Donations and sponsorships: financial support from third parties.

19. Are there sales projections?

- A) Yes
- B) No

If the answer is yes, circle whether it is a short-term or long-term projection

- a) Short-term projections: for the next year, taking into account seasonal variations.
- b) ong-term projections: for the next 3-5 years, including plans for growth and expansion.

## HUMAN POTENTIAL AND MEMBERSHIP

20. Are there criteria or qualifications for membership?

- a) Yes
- b) No

If the answer is yes, explain what those criteria are?

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21. What benefits do cooperative members have from membership in the cooperative?

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### COOPERATIVE AFFAIRS

22. What products or services does the cooperative provide? (List them)

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23. How is production or service provision organized within the cooperative?

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24. What are the main challenges that the cooperative faces in its daily operations?

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25. Is the cooperative involved in the activities of the wider community? (Circle)

- a) Yes
- b) No

### MARKETING AND SALES

26. How does the cooperative market its products or services?

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27. Through which channels does the cooperative sell its products?

- a) Sale in cooperative
- b) Sales in local stores
- c) Delivery
- d) Online sales

28. How does the cooperative determine the prices of its products or services?

- a) The price is determined by the costs
- b) The price is determined by the market
- c) The price is determined by the cooperative

#### **EXTERNAL RELATIONS AND PARTNERSHIPS**

29. Does the cooperative cooperate with other organizations or partners?

- a) Yes
- b) No

30. What types of partnerships or alliances does the cooperative enter into?

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31. Does the cooperative cooperate with the government or regulatory bodies?

a) Yes

b) No

If the answer is yes, in what ways?

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#### ORGANIZATIONAL DEVELOPMENT

32. Has the cooperative gone through capacity building initiatives or training programs?

a) Yes

b) No

33. What are the future plans or development goals of the cooperative?

- a) Market expansion and sales increase (our main goal is to expand into new domestic and international markets to increase our presence and sales).
- b) Improvement of operational efficiency (we are focused on improving our production and business processes to reduce costs and increase efficiency).

- c) Development of human resource (we want to invest in continuous education and professional development of our members and employees in order to improve their skills and knowledge).
- d) Financial stability and sustainability (our goal is to ensure the financial stability and sustainability of the cooperative by exploring new sources of financing, such as grants and subsidies).
- d) Innovations and technological progress (we are focused on investing in innovation and technological progress in order to improve our production capacity and product quality).
- e) Sustainability and environmental responsibility (our goal is to become an environmentally responsible cooperative by implementing sustainable practices in all aspects of our business).

#### **TOOL FOR ASSESSMENT OF ORGANIZATIONAL CAPACITIES**

34. How effective is the management and management structure of the cooperative?

- a) Not at all/absent
- b) Low
- c) Moderate
- d) Considerable
- e) High
- f) Fully/completely

35. Does the cooperative have adequate financial management systems?

- a) Not at all/absent
- b) Low
- c) Moderate



- d) Considerable
- e) High
- f) Fully/completely

36. How well does the cooperative manage its human resources and membership base?

- a) Not at all/absent
- b) Low
- c) Moderate
- d) Considerable
- e) High
- f) Fully/completely

37. Is the cooperative well connected with external partners and collaborators?

- a) Not at all/absent
- b) Low
- c) Moderate
- d) Considerable
- e) High
- f) Fully/completely

38. What challenges does the cooperative face? (circle the answer/answers)

- 1. competition on the market
- 2. insufficient financial resources for the expansion and modernization of our operations.
- 3. Rapid technological progress presents a challenge in following the latest trends and implementing new technologies in our business.
- 4. We are faced with challenges in harmonizing our business with environmental regulations and implementing sustainable practices

5. Attracting and retaining qualified employees and members of the cooperative is one of the key challenges.

6. Changes in customer preferences and needs are a constant challenge.

7. Difficulties in logistics and distribution are also a significant challenge, especially when it comes to expanding into new markets.

39. How does the cooperative plan to improve its organizational capacities in the coming years?

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### CHALLENGES AND OPPORTUNITIES

37. What are the main obstacles to the growth of your cooperative? (briefly explain)

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38. How can training programs help effectively address these challenges?

- a) Not at all/absent
- b) Low
- c) Moderate
- d) Considerable
- e) High
- f) Fully/completely

39. What opportunities do you see for expanding the influence of your cooperative in the local economy?

- a) Not at all/absent

- b) Low
- c) Moderate
- d) Considerable
- e) High
- f) Fully/completely

40. How important are sustainability and environmental awareness for your cooperative's activities?

- a) Not at all/absent
- b) Low
- c) Moderate
- d) Considerable
- e) High
- f) Fully/completely

#### **SETTINGS FOR PERFORMING TRAINING**

41. Which form of training would be the most accessible and effective for your cooperative?

- a) Workshop
- b) Webinar
- c) On-site training
- d) No form of training

42. How often would you like to attend training sessions?

- a) I wouldn't want to attend training sessions
- b) Once a year
- c) Several times a year

43. Would you prefer trainings led by external experts or experienced cooperative members?

- a) Training conducted by external experts
- b) The training is conducted by experienced cooperative members
- c) Both
- d) Neither

#### **FUTURE VISION AND ASPIRATION**

45. In what way can the cooperative contribute to the empowerment of women in rural communities?

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46. What additional resources or support would improve the cooperative's growth trajectory?

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47. Do you have any other comments or suggestions for improving training and development initiatives within your cooperative?

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Additional Comments: Use this space for additional insights or feedback about the women's cooperative that may not have been covered in the survey.

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Thank you for taking the time to complete this survey. Your answers will contribute to a better understanding of the structure and operation of the women's cooperative.



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