

Five different models of social and solidarity-economy organisations (SSEOs) in Argentina

Model	1. Workers' self-managed organisations	2. Entities of the traditional social economy	3. Cooperatives for social inclusion related to state policies	4. Social businesses led by social entrepreneurs	5. Associative and family popular initiatives
Characteristic features					
Dominant logic	Self-managed cooperative logic	Mutualism	Redistributive logic	Entrepreneurship and market logic	Internal reciprocity in the domestic unit
Main social mission	Work and income generation for the members	Local and community development	Social integration of excluded populations	Addressing social problems through profitable enterprises	Income generation for reproduction
Legal form(s) adopted	Worker cooperatives and associations	Different types of cooperatives and mutuals	Cooperatives promoted by the state	Commercial enterprises and foundations	Informal organisation or single-social-tax payers
Activity sectors	All sectors of the economic activity	Urban services and agricultural production	Housing construction and improvement of popular habitat	Sectors that allow to conduct business with a social impact	Low-complexity goods and services
Resource mix and sustainability strategies	Mainly market income, although they demand state resources	Self-sustainability on the basis of market sales and associates' contributions	Mainly state subsidies and contracts	Self-sustainability or commercial profitability + initial donations	Neighbourhood market + family resources + state support
Predominant forms of governance and management	Democratic and participative self-management; challenges and innovations as regards management	Formal democracy but with limited actual participation, active councils and professional management	Scarce member participation and autonomy; dependence on public servants	Governance based on the founder's leadership, with the support of professional teams in management	Governance embedded in cultural and family power structures; informal management
Processes and pathways of institutionalisation	Emergence in crises; expansion and consolidation with progressive policies	Dynamic cooperative movement since 1920; in decline since 1976	Social policies that promote the social economy for poor populations	Individual initiatives and support from business networks and neoliberal governments	Emergence and role of refuge in times of crisis; supported by progressive policies
Participation in public and political spaces	Recent integration in federations and networks aiming to influence public policies	Highly consolidated federations and confederations with great power in the sector	Pickets and encampments to demand state resources; growing inclusion in worker unions and federations	Promotion of social entrepreneurship and corporate social responsibility	Scarce, but incipient, integration in second-degree organisations
Empirical cases of SSEO that are representative of the model	Recovered enterprises, worker cooperatives, direct producers' fairs, family farming associations	Public services cooperatives, agricultural cooperatives, Cooperativa Obrera de Consumo, Credicoop Bank	Cooperatives arising from social and infrastructure policies; cooperatives within social movements	Enterprises led by social entrepreneurs, Ashoka and Avina networks; B Corps	Small productive and commercial initiatives of workers in popular neighbourhoods