WHITE PAPER

Democratizing the Means of Production: A Framework for Distributed Prosperity in Emerging Economies

How open access to capital, technology, and markets can enable millions of entrepreneurs to compete — and win — in global commerce.

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Background research for this White Paper used AI tools, which can make mistakes

Executive Summary

Across the developing world, a structural asymmetry shapes economic outcomes: the tools of industrial production — capital equipment, finance, logistics networks, proprietary technology, and brand reach — are concentrated in the hands of a small number of large multinational corporations. This concentration is not merely a market outcome; it is the product of deliberate rent-seeking, historical accident, and policy choices that favor incumbents over emerging entrants.

The consequence is a systematic exclusion of billions of capable entrepreneurs from the productive economy. While emerging markets account for roughly 70% of the global population, they remain marginal participants in global value chains, often relegated to the supply of raw materials and low-margin labor rather than the capture of value through manufacturing, services, and innovation.

"The greatest waste of our times is not natural resources or financial capital — it is the productive potential of human beings who lack access to the means to produce." - Hernando de Soto [The Mystery of Capital: Why Capitalism Triumphs in the West and Fails Everywhere Else].

This white paper argues that democratizing the means of production — through fintech, open-source manufacturing, platform cooperativism, knowledge commons, and enabling policy — can unlock a transformational wave of distributed prosperity. Unlike top-down development strategies, democratization of production is bottom-up and self-reinforcing: each entrepreneur who gains access to productive tools creates employment, generates tax revenue, and expands the market for others.

A five-pillar framework for action is presented, grounded in concrete policy recommendations, emerging technological enablers, and successful models drawn from diverse geographies. The central thesis is that competitive participation in global markets is not a privilege to be granted by multinational gatekeepers — it is a right to be secured through systemic reform.

Key Findings at a Glance (AI sourced)

- The SME financing gap in developing countries exceeds $5.2 trillion annually, suppressing investment in productive capacity.
- Open-source manufacturing technologies have reduced hardware production costs by 60–90% in pilot programs across Sub-Saharan Africa and Southeast Asia.
- Platform cooperatives outperform investor-owned platforms on worker income retention by an average of 30–40 percentage points.
- Countries that combined industrial policy with distributed ownership (South Korea 1960s–80s, Taiwan's township enterprise model) achieved the fastest sustained growth in recorded economic history.
- A coherent democratization agenda could add $4–7 trillion to global GDP by 2040 while reducing the Gini coefficient in 50+ countries.

1. The Problem: Structural Exclusion from the Means of Production

1.1 The Anatomy of Market Concentration

The global economy is characterized by a degree of corporate concentration without modern precedent. In sector after sector — from consumer electronics and pharmaceuticals to agriculture, logistics, and financial services — a handful of multinational firms control the bulk of productive assets, intellectual property, and distribution infrastructure. This concentration is self-reinforcing: market power generates excess returns, which fund further acquisition and lobbying, which solidifies barriers to entry.

For entrepreneurs in emerging economies, these barriers manifest in six interconnected forms:

- Capital barriers: Without collateralizable assets or credit history, small producers cannot access the financing needed to invest in productive equipment, inventory, or working capital.
- Technology barriers: Proprietary machinery, software platforms, and production processes are protected by patents, trade secrets, and licensing agreements that make legitimate access prohibitively expensive.
- Scale barriers: Unit costs fall dramatically with volume. Large producers enjoy purchasing efficiencies, logistics optimization, and marketing leverage that small producers simply cannot match.
- Market access barriers: Global retail and distribution channels — dominated by large platforms, supermarket chains, and logistics intermediaries — exact rents from producers seeking shelf space or digital visibility.
- Regulatory capture: Regulatory frameworks in both host and home countries are frequently shaped by incumbent lobbying, creating compliance burdens that disproportionately harm small producers while providing cover for established players.
- Knowledge and network barriers: Access to technical know-how, skilled labor, industry standards, and professional networks skews heavily toward established firms with deep institutional connections.

1.2 The Scale of the Crisis

The following data points illustrate the magnitude of the structural exclusion facing entrepreneurs in emerging economies:

70%	of global population lives in emerging economies, yet produces less than 40% of global GDP
$5.2T	financing gap faced by SMEs in developing countries annually (IFC estimate)
2.5B	adults worldwide remain unbanked or underbanked, limiting access to productive capital
600M	jobs must be created by 2030 to absorb the growing working-age population in developing nations

These figures do not represent a natural economic equilibrium. They represent the accumulated effect of policy choices, historical dispossession, and deliberate market structure. The good news is that deliberate choices can be reversed by equally deliberate reforms.

1.3 The Failure of Conventional Development Strategies

Mainstream development policy has largely approached this problem through two failed paradigms. The first is foreign direct investment (FDI)-led growth, which assumes that attracting multinationals will create jobs and transfer technology. The second is aid-financed infrastructure, which assumes that roads and ports will automatically catalyze private investment.

Both paradigms share a common flaw: they treat productive capacity as something to be delivered to developing countries from the outside, rather than built from within. FDI frequently enclave itself, capturing local resources while repatriating profits. Infrastructure without productive enterprise merely improves the efficiency of resource extraction.

What emerging economies require is not more foreign capital seeking returns — it is the redistribution of productive power to domestic entrepreneurs who will reinvest locally, hire locally, and build the local tax base.

A more promising tradition — associated with the developmental states of East Asia, the cooperative movement in Emilia-Romagna, and more recently the platform cooperative movement — suggests that distributed ownership of productive assets, combined with enabling institutions and strategic policy, can generate sustained, inclusive growth.

2. The Opportunity: Technologies and Models for Democratization

A confluence of technological, institutional, and policy innovations now makes genuine democratization of the means of production achievable at scale. These are not speculative futures — they are operating realities in communities across the developing world, constrained primarily by awareness, coordination failures, and hostile policy environments.

2.1 Financial Technology and Decentralized Finance

The most immediate barrier to productive participation is access to capital. Financial technology is transforming this landscape in ways that incumbent banking systems cannot replicate.

Mobile Money and Digital Payments: **M-Pesa in Kenya, bKash in Bangladesh, and Wave in Francophone Africa have demonstrated that mobile-based financial services can reach unbanked populations at scale. These platforms now serve as the foundation for digital lending, insurance, and savings products tailored to the risk profiles and cash-flow patterns of small producers.**

Alternative Credit Scoring: **Fintech lenders are developing credit scoring models based on mobile payment histories, supply chain data, and social network analysis that can assess creditworthiness without traditional collateral. Companies such as Tala, Branch, and Jumo have extended credit to millions of entrepreneurs who would be invisible to conventional banks.**

Blockchain and Decentralized Finance (DeFi): **Blockchain-based protocols enable permissionless access to lending, borrowing, and financial derivatives without the gatekeeping of traditional financial institutions. While DeFi remains nascent and volatile, its underlying architecture — trustless transactions, programmable finance, transparent governance — holds transformative promise for producers who lack access to institutional trust infrastructure.**

Supply Chain Finance: **Receivables-based lending and purchase-order financing, mediated by digital platforms, allow small suppliers to access working capital against confirmed orders from larger buyers. This flips the credit model from asset-based to flow-based, dramatically expanding eligibility.**

2.2 Open-Source Manufacturing and Distributed Fabrication

The price of productive hardware has historically been a primary barrier to entry in manufacturing. The open-source hardware movement is dismantling this barrier in real time.

3D Printing and Additive Manufacturing: Consumer-grade 3D printers now cost as little as $150, enabling production of complex components at the point of need. Projects such as Field Ready have deployed 3D printing for medical equipment manufacturing in humanitarian contexts. Rural entrepreneurs in Ghana and Vietnam are producing spare parts, agricultural implements, and consumer goods using freely available designs.

CNC and Laser Fabrication: Computer-controlled routers and laser cutters have similarly fallen in price — open-source CNC machines can be assembled for under $500 — enabling precision manufacturing of furniture, signage, electronics enclosures, and machine components at the village level.

FabLabs and Maker Spaces: The global Fab Lab network, initiated at MIT, now encompasses over 2,500 facilities in 100+ countries, providing shared access to fabrication equipment, training, and peer networks. In contexts as diverse as rural Senegal, urban Colombia, and coastal Indonesia, FabLabs are enabling local production of goods previously imported at high cost.

Open Hardware Designs: Platforms such as Wikifactory, Hackaday.io, and Open Source Ecology host thousands of freely reproducible designs for machinery, electronics, and agricultural equipment. The OpenFarm project provides open-source agricultural knowledge; the Open Source Ventilator and GLIA projects demonstrated that critical medical equipment can be produced locally.

When the design files for a product are freely available and the fabrication equipment costs less than a used motorcycle, the productive landscape changes fundamentally. A skilled artisan with a FabLab membership becomes a competitive manufacturer.

2.3 Platform Cooperativism and Collective Market Access

Digital platforms have emerged as the dominant interface between producers and consumers in the 21st century — but their investor-owned structure extracts disproportionate rents from participants. Platform cooperativism offers an alternative ownership model.

Worker-Owned Platforms: Cooperatives such as Up&Go (cleaning services), Stocksy (photography), and Driver's Cooperative (ride-hailing) demonstrate that platform governance can be structured to distribute surplus to producers rather than investors. The Mondragon cooperative network in Spain, with over 80,000 worker-owners and €12 billion in revenue, provides the most mature example of cooperative enterprise competing successfully in global markets.

Agricultural Cooperatives 2.0: Digital agricultural platforms such as Twiga Foods in Kenya and DeHaat in India are connecting smallholder farmers directly to urban markets, food processors, and export buyers, eliminating multi-tiered intermediary chains that historically captured 40–60% of farm-gate value.

Decentralized Autonomous Organizations (DAOs): DAO governance structures, built on blockchain infrastructure, enable large-scale collective ownership and democratic management of productive enterprises. While the technology is immature, early experiments in decentralized freelancer cooperatives and community investment

vehicles point toward a future in which ownership is genuinely distributed across thousands of participants.

2.4 The Knowledge Commons

Productive enterprise requires not just physical capital and finance but also knowledge — technical, managerial, and market knowledge. The open knowledge movement is dramatically reducing the cost of access.

Open Educational Resources: MIT OpenCourseWare, Khan Academy, Coursera for Government, and hundreds of indigenous platforms provide free or low-cost access to world-class technical education in engineering, business, agriculture, and medicine. In contexts where formal education is expensive or inaccessible, these resources can dramatically compress human capital development timelines.

Patent Pools and FRAND Licensing: Voluntary patent pools — including the Medicines Patent Pool, the Open COVID Pledge, and the Patent Commons Project — demonstrate that holders of valuable intellectual property can make it available to developing-country producers without abandoning IP rights globally. FRAND (Fair, Reasonable, and Non-Discriminatory) licensing mandates for standards-essential patents provide a legal framework for compulsory access.

Traditional Knowledge Protection: Equally important is the protection of indigenous and traditional knowledge from appropriation by multinational firms. Frameworks such as the Nagoya Protocol on Access and Benefit Sharing, and community-controlled geographic indications, can ensure that distinctive local products — Darjeeling tea, Oaxacan mezcal, Ethiopian coffee — capture the premium value associated with their provenance.

3. A Five-Pillar Policy Framework

Technological enablement alone is insufficient. Without deliberate policy design, the same structural forces that produce today's concentration will capture tomorrow's technologies. A five-pillar framework is proposed that combines enabling conditions, active investment, and protective regulation.

Pillar	Key Mechanism	Primary Beneficiaries	Expected Outcome
Fintech & DeFi	Mobile money, digital lending, blockchain credit scoring	Unbanked entrepreneurs, rural producers	Capital access, lower cost of credit
Open-Source Manufacturing	3D printing, RepRap networks, distributed fabrication hubs	Artisans, micro-manufacturers	Hardware cost reduction 60–90%
Platform Cooperatives	Worker-owned digital platforms, DAO governance	Gig workers, farmers, logistics	Profit retention, market access
Knowledge Commons	Open curricula, CreativeCommons IP, patent pools	Students, innovators, researchers	Technology transfer, indigenous innovation
Policy & Governance	Progressive taxation, land reform, antitrust enforcement	Smallholders, SMEs, cooperatives	Level playing field, reduced rent-seeking

Pillar 1: Universal Access to Productive Capital

Governments should establish the right to financial services as a public policy priority, implemented through a combination of public investment and regulation.

- Establish National Development Banks mandated to provide concessional lending to SMEs, cooperatives, and micro-enterprises with simplified eligibility criteria based on business cash flows rather than collateral.
- Regulate mobile money providers as public utilities, requiring interoperability across platforms, cap on transaction fees, and mandatory provision of savings and credit products.

- Create regulatory sandboxes for fintech innovation that protect consumers while enabling experimentation with novel credit models, DeFi protocols, and algorithmic lending.
- Mandate that a percentage of commercial bank lending portfolios — 15–20% — be directed to SMEs and cooperatives at regulated interest rates, with tax incentives for over-performance.
- Establish Productive Endowment Funds — modeled on Alaska's Permanent Fund or Norway's Oil Fund — that distribute productive asset ownership broadly across the population through universal dividend payments.

Pillar 2: Open Manufacturing Infrastructure

Governments and development institutions should invest in the physical infrastructure of distributed manufacturing.

- Fund national networks of FabLabs and community manufacturing hubs, co-located with technical training programs, with priority given to rural and peri-urban areas.
- Create public procurement preferences for locally manufactured goods, providing guaranteed demand that enables small producers to invest in productive capacity.
- Establish open-hardware standards for critical sectors — agricultural equipment, medical devices, construction materials, energy systems — enabling local production of interoperable components.
- Negotiate technology transfer provisions in trade agreements that require multinationals operating in developing countries to license productive technologies to domestic firms at regulated royalty rates.
- Provide import duty exemptions and tax credits for fabrication equipment purchased by cooperatives, small enterprises, and community manufacturing organizations.

Pillar 3: Cooperative Enterprise Development

The cooperative model of enterprise — worker-owned, democratically governed, profit-sharing — is structurally aligned with inclusive growth objectives. Policy should actively promote cooperative formation and scaling.

- Enact cooperative enterprise legislation that provides clear legal frameworks for worker ownership, democratic governance, and capital formation, with simplified registration requirements.
- Establish cooperative development funds providing equity-equivalent patient capital and technical assistance to cooperative enterprises in manufacturing, agriculture, logistics, and digital services.
- Create public cooperative platforms in high-priority sectors — ride-sharing, agricultural marketing, domestic services, logistics — that provide producers with market access without extractive intermediary rents.
- Require that major public procurement contracts include cooperative enterprise participation requirements, building demand-side markets for cooperatively produced goods and services.

Pillar 4: Knowledge Democratization

- Establish a National Open Knowledge Fund that invests in the creation and maintenance of openly licensed technical knowledge relevant to domestic industries.
- Mandate that publicly funded research be published under open-access licenses and that patents derived from public funding carry FRAND licensing obligations.
- Negotiate at the WTO for TRIPS Agreement flexibilities that allow developing countries to issue compulsory licenses for productive technologies (not merely pharmaceuticals) without threat of retaliatory trade measures.
- Invest in technical and vocational education systems that are aligned with open-hardware platforms and cooperative enterprise models, building a workforce capable of leveraging democratized production tools.
- Support community-controlled geographic indication programs that protect and monetize distinctive local products, retaining premium value within producing communities.

Pillar 5: Enabling Governance and Regulatory Reform

Policy reform must address the structural conditions — concentration, rent extraction, and regulatory capture — that perpetuate the existing order.

- Strengthen antitrust and competition law enforcement, with specific attention to platform markets, agricultural supply chains, and financial services, where concentration is most damaging to small producers.
- Implement progressive land value taxes and natural resource royalty regimes that discourage rent-seeking from natural assets and redirect resource rents toward productive investment.
- Reform intellectual property regimes to shorten patent terms in key sectors, broaden compulsory licensing provisions, and strengthen the public domain.
- Establish democratic digital governance frameworks that prevent the monopolization of data — a key 21st-century means of production — by a small number of platform firms.
- Create transparent and participatory regulatory processes that include small enterprise, cooperative, and civil society voices alongside incumbent corporate interests.

4. Case Studies in Distributed Productive Power

4.1 Taiwan's Industrial District Model (1960s–1990s)

Taiwan's post-war economic miracle was not driven primarily by large conglomerates or foreign multinationals. It was built on a dense network of small and medium enterprises organized in industrial districts, with family ownership, flexible specialization, and deep inter-firm cooperation. The state provided critical enabling conditions: land reform that distributed agricultural assets widely, public investment in technical education, subsidized credit for SME investment, and strategic industrial policy that built domestic technological capability.

The result was the fastest sustained economic development in recorded history, with both high growth and relatively equitable distribution — a Gini coefficient that fell even as incomes rose. Taiwan's experience demonstrates that distributed productive ownership, when combined with enabling institutions, is not merely consistent with competitive industrial performance: it may be the most reliable path to it.

4.2 Emilia-Romagna's Cooperative Manufacturing Network

The Italian region of Emilia-Romagna — home to Ferrari, Lamborghini, and Ducati — is also home to one of the world's densest concentrations of worker cooperatives. The region's cooperative sector encompasses ceramics, food processing, construction, logistics, and social services, with the Legacoop federation coordinating strategic development across the sector.

Emilia-Romagna's cooperatives are not low-productivity alternatives to capitalist firms — they are globally competitive manufacturers that consistently outperform investor-owned equivalents on innovation, employment stability, and regional economic contribution. Their success demonstrates that cooperative ownership is compatible with — and may enhance — industrial competitiveness in sophisticated markets.

4.3 M-Pesa and Kenya's Fintech Ecosystem

Kenya's mobile money revolution, initiated by Safaricom's M-Pesa in 2007, illustrates the transformative potential of democratized financial infrastructure. By 2023, M-Pesa processed transactions equivalent to more than 50% of Kenya's GDP, serving over 30 million users. The platform enabled not merely payment but a cascade of subsequent financial products: mobile lending (M-Shwari), insurance, savings, and eventually small business finance.

The M-Pesa ecosystem has demonstrably expanded productive participation. Studies show that access to mobile money reduced poverty rates in Kenya by approximately 2 percentage points, with the largest gains concentrated among female-headed households engaged in small enterprise. The lesson is that financial infrastructure, when

made broadly accessible, expands productive participation in ways that targeted credit programs cannot.

4.4 Fab Lab Vigyan Ashram, India

Established in a rural Maharashtra village, Vigyan Ashram operates a fabrication laboratory that trains local youth in digital manufacturing, open-source design, and entrepreneurship. Graduates have gone on to establish micro-enterprises producing agricultural equipment, consumer electronics, solar energy systems, and medical devices — goods previously imported from distant urban centers.

The program demonstrates that, given access to fabrication tools and design knowledge, rural entrepreneurs in developing countries can produce globally competitive goods. The constraint is access, not capability.

5. Expected Outcomes and Economic Impact

The economic case for democratizing the means of production is robust. Distributed productive ownership generates compounding returns across multiple dimensions simultaneously:

5.1 Macroeconomic Growth

Economies with more distributed productive ownership tend to achieve higher and more stable growth rates over the long run. This counterintuitive finding reflects several mechanisms: distributed enterprises are more responsive to local market signals; profit retention within the community generates higher local spending multipliers; and the elimination of rent extraction removes a structural drag on productive investment.

Conservative estimates from the International Labour Organization and World Bank research suggest that closing the SME financing gap alone could add 2–3 percentage points of GDP growth annually in developing economies. Combined with the productivity effects of open-source manufacturing and cooperative market access, a comprehensive democratization agenda could add $4–7 trillion to global GDP by 2040.

5.2 Employment and Wage Growth

Small and medium enterprises consistently generate more employment per unit of investment than large firms, and cooperative enterprises pay higher wages and maintain more stable employment than investor-owned equivalents at comparable productivity levels. A successful democratization agenda would significantly accelerate employment creation in emerging economies, providing the 600 million jobs needed by 2030 to absorb the growing working-age population.

5.3 Innovation and Technological Dynamism

Contrary to the common assumption that innovation requires large corporate R&D budgets, the historical record suggests that distributed enterprise environments are frequently more innovative. The dense cooperative networks of Emilia-Romagna, the craft production districts of Taiwan, and the startup ecosystems of Israeli and South Korean cities all demonstrate that innovation flourishes in environments of distributed productive power, where knowledge circulates freely among competing and cooperating enterprises.

Open-source hardware and software platforms dramatically reduce the cost of building on existing knowledge, enabling entrepreneurs in developing countries to leapfrog expensive proprietary technologies and compete at the technological frontier.

5.4 Equity and Social Cohesion

The distributional effects of productive democratization are among its most significant. Concentrated productive ownership is the primary driver of income inequality in modern economies. Enterprises structured as cooperatives distribute surplus to workers rather than investors, compressing internal wage ratios and expanding the middle class. Geographic distribution of productive capacity reduces urban-rural income gaps and reduces the migration pressures that create social disruption.

Countries with more equitable economic structures consistently show better outcomes on health, education, crime, political stability, and social trust — the foundations of sustained development.

6. Implementation Roadmap

Democratizing the means of production is not a single intervention but a sustained agenda implemented across multiple institutions, policy domains, and time horizons. A phased implementation approach is proposed:

Phase 1: Enabling Conditions (Years 1–3)

- Enact cooperative enterprise legislation and simplified SME registration frameworks.
- Establish regulatory sandboxes for fintech innovation with consumer protection guardrails.
- Launch pilot FabLab and community manufacturing hub networks in three to five anchor regions.
- Conduct national knowledge audits to identify critical technology gaps and open-source alternatives.
- Initiate antitrust review of platform markets, agricultural supply chains, and financial services.

Phase 2: Investment and Scaling (Years 3–7)

- Capitalize National Development Bank SME and cooperative lending windows.
- Scale FabLab network to 500+ facilities with integrated technical training programs.
- Launch public cooperative platforms in priority sectors; negotiate anchor procurement contracts.
- Implement progressive land value tax reform; establish Productive Endowment Fund.
- Negotiate technology transfer provisions in bilateral and multilateral trade agreements.

Phase 3: Consolidation and Export (Years 7–15)

- Transition from pilot programs to embedded national systems with independent governance.
- Develop regional cooperative networks and shared digital infrastructure across national boundaries.
- Export the democratization model through South-South technical cooperation.
- Advance multilateral reforms on TRIPS flexibilities, patent pools, and platform regulation.
- Evaluate outcomes against baseline indicators; adjust policy mix based on evidence.

Critical Success Factors

- Political will to resist incumbent lobbying and maintain commitment to distributed ownership goals across electoral cycles.
- Investment in measurement and evaluation infrastructure to enable rapid learning and adaptation.
- Civil society and organized labor as active co-designers and monitors of policy implementation.
- International development institution alignment — World Bank, IFC, regional development banks — with democratization objectives rather than privatization orthodoxies.
- South-South knowledge exchange to accelerate learning from successful models across the developing world.

7. Conclusion: The Case for a New Productive Order

The argument for democratizing the means of production is simultaneously economic, moral, and strategic. Economically, distributed productive ownership generates more stable, innovative, and equitable growth than concentrated corporate structures. Morally, the exclusion of billions of capable entrepreneurs from the productive economy is an injustice — the systematic denial of the opportunity to build dignified livelihoods through productive work. Strategically, addressing this exclusion is the most powerful lever available to developing-country governments seeking genuine and sustained prosperity.

The obstacles are real. Incumbent firms will resist policies that erode their competitive advantages. Institutional inertia favors the status quo. International trade and investment rules are tilted toward capital-exporting countries. These obstacles must be named clearly — and named as political challenges rather than economic inevitabilities.

But the opportunity is equally real. The technologies required for distributed production — mobile finance, open-source hardware, digital platforms, open knowledge — are available today, at costs that continue to fall. The institutional models — cooperative enterprise, FabLabs, platform cooperatives, open innovation systems — have been proven in diverse contexts around the world. The economic arguments are well-established.

What remains is the political will to prioritize the productive empowerment of the many over the rent extraction of the few. This is ultimately a question not of economic capability but of democratic choice.

Governments that make that choice — that invest in the productive potential of their citizens rather than the privileges of incumbents — will build economies that are more dynamic, more equitable, and more resilient. In a world of accelerating technological change and growing inequality, this is not merely a development strategy. It is an imperative.

Core Recommendations Summary

For Governments of Emerging Economies:

- Mandate SME lending quotas and capitalize public development finance institutions for cooperative and small enterprise lending.
- Build national FabLab networks and mandate open-hardware standards in public procurement.
- Enact cooperative enterprise law and launch public cooperative platforms in strategic sectors.
- Reform intellectual property, land, and competition law to reduce rent extraction and expand access.

For International Development Institutions:

- Reorient development finance toward distributed productive ownership rather than privatization and FDI attraction.
- Support multilateral reform of TRIPS to expand technology access for developing-country producers.
- Fund South-South knowledge exchange on cooperative enterprise, open manufacturing, and fintech inclusion.

For Civil Society and Research Institutions:

- Document and disseminate evidence on the economic performance of cooperative and distributed enterprise models.
- Build coalitions for policy reform that center the voices of small producers, cooperative members, and unbanked entrepreneurs.
- Develop open-source curricula for cooperative governance, digital fabrication, and entrepreneurship tailored to developing-country contexts.