



Towards a fair
& environmentally sound food
system for all

A MANUAL FOR SOCIAL GROCERIES IN LEBANON

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Contributors

Dekenet al Nes
Man wa Salwa
Dikken el Mazraa
Beitouna

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Make
food
and
basic
goods
accessible
to all.

1 ✓

INTRODUCTION

Since 2019, Lebanon has faced several compounding crises. From financial collapse to hyperinflation to soaring poverty and unemployment, the state has failed to appropriately address these challenges. For example, with price shocks that rocked the country came sudden subsidy cuts on essentials like food, fuel, and medicine. This left the majority of the population in dire straits. These realities exacerbate existing environmental degradation, pollution, and resource mismanagement. Many issues faced are a result of decades of political corruption and sectarian division that followed the civil war, often stifling any meaningful change. As of October 2024, an already reeling Lebanon has withstood the ongoing devastation inflicted by Israeli aggression, particularly on the social and ecological landscapes of the country. The recent war has fueled a humanitarian emergency displacing 1.2 million individuals.¹

While we recognize that responding to these complex crises requires coordinated organizing among various actors, Lebanon lacks a central government equipped to take on such a task. This has left grassroots solidarity initiatives and non-governmental organizations to fill critical gaps on social, economic, and ecological fronts. As local initiatives, we are tasked to rethink our failed structures and confront the slow violence of deepening systemic inequity in Lebanon. At Jibal, we place a particular weight on community-conscious efforts that prioritize collective well-being, cooperation, as well as social and environmental justice. Founded in 2017, we have experimented with collective

organization, making knowledge more accessible, and furthering regenerative principles. By collaborating with farmers, shops, and traders who prioritize sustainable practices and local inputs; and by drawing inspiration from global food justice movements, Jibal works to support alternative food models that advance a more equitable food system in Lebanon.

This manual introduces one particular innovation used to address questions of sustainability and justice in the food system: the social grocery model, a community-driven alternative to conventional food retail that prioritizes cooperative values, affordable food, social connections, and equitable relationships with food producers. The manual outlines the model's core principles, functions, and practical steps for implementation, drawing on case studies from Lebanon and beyond. By illustrating these solidarity-based initiatives in-depth, we hope to inspire their spread across Lebanon, highlighting the power of community-grown and locally adapted models that function more cooperatively in challenging times.

1. This manual was written during the war escalation in Lebanon in fall 2024 and the ongoing genocidal war in Gaza from 2023 to 2025.

2✓

SOCIAL GROCERIES

2.1✓

Definition: What is a Social Grocery?

A social grocery is a space dedicated to making food and essential goods more accessible for shoppers, often prioritizing social equity and environmental sustainability. Unlike conventional for-profit groceries, these shops tend to support vulnerable populations by offering prices tailored to the financial means of shoppers, often through different membership systems. Though approaches to achieving this can vary, the aim is to foster more dignity and inclusion in accessing healthy food. Historically, social groceries emerged to bridge food aid and retail. In this model, individuals can choose and pay for their groceries, fostering autonomy and normalcy and independence from international food aid. This is also an alternative to pre-packed parcels that often ignore specific dietary and cultural needs. Many also serve as community hubs, hosting workshops and activities to strengthen collaboration and engagement in a neighborhood, or simply providing a space to sit and socialize.²

2. De Renobales, M., San-Epifanio, L. E., & Molina, F. (2015). Social supermarkets: A dignifying tool against food insecurity for people at socio-economic risk. In *Envisioning a future without food waste and food poverty* (pp. 285-290). Wageningen Academic.

2.1 ▾ Definition: What Is A Social Grocery?

Values

1



Social Values

2



Ecological Values

3



Democratic Values

Social groceries weave together social, ecological, and democratic principles, rooted in solidarity and collective well-being, to reimagine how communities access food and harness power collectively.

Social values

At their heart, social groceries champion equity and mutual support through wealth-sharing practices like differentiated pricing and cross-subsidies. Differentiated pricing lets people pay what they can afford, ensuring lower-income people access essentials without hardship. Cross-subsidies channel profits from higher-priced goods to lower costs for those in need, tackling food insecurity while keeping the store sustainable. Beyond affordability, many social groceries double as community spaces, hosting gatherings and workshops that strengthen bonds and spark collective action.

Ecological values

Ecological principles guide social groceries to tread lightly on the earth by cutting waste and sourcing goods directly from local, small-scale, or sustainable producers. This boosts nearby local economies, supports fresh, healthy food, and challenges extractive systems with mindful consumption. By nurturing local food networks, social groceries show that fighting food insecurity goes hand-in-hand with defending the environment and uplifting community health, linking struggles for justice across land and people.

Democratic values

Democratic values bring social groceries to life through participatory democratic governance or management, often modeled on cooperatives where members and workers take part in decision making processes.. This hands-on approach (e.g. voting on store policies) embeds accountability and collective ownership as core values, proving communities can run their own systems and challenge existing failed structures even in everyday practices.

2.1 ▾ Definition: What Is A Social Grocery?

Common Missions of Social Groceries

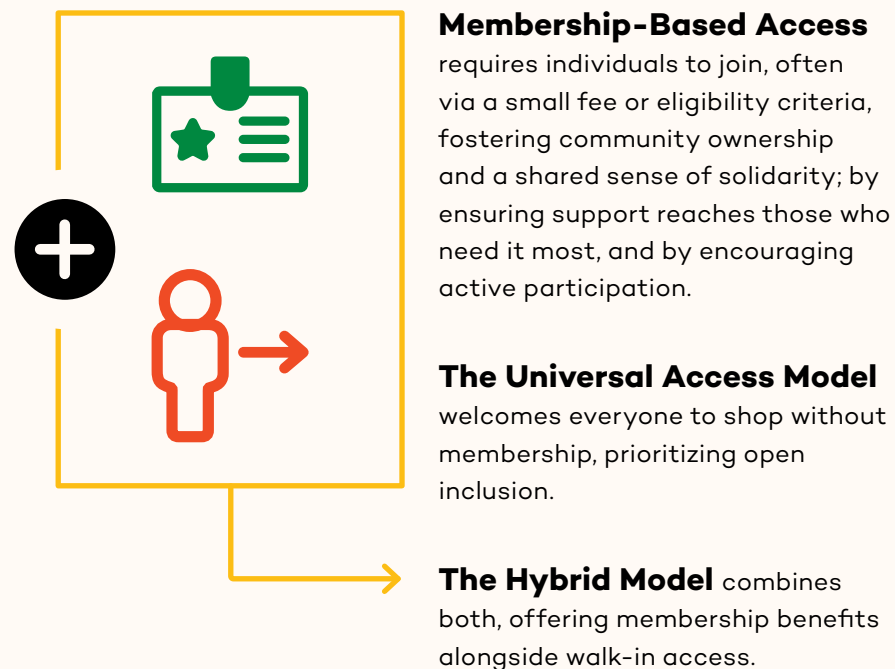
Building on their core values, social grocery founders often pursue missions like:

1. Confront food insecurity
2. Nourish communities with healthy food
3. Encourage mindful, sustainable consumption
4. Bolster local economies through short, community-driven supply chains
5. Championing sustainable and regenerative agriculture
6. Combating social exclusion
7. Deepening collective bonds and solidarity

2.2 ▾ Membership Models for Beneficiaries

Social groceries vary widely in how they structure access for shoppers. While many adopt membership systems to foster community engagement and tailor support, others operate with open access, welcoming any passerby who wishes to shop. These approaches reflect the diversity of social groceries and their adaptation to their local context and legal frameworks.

Below are the most common models:



2.3 ✓ Governance

The way governance is managed shapes the success of any organization by setting a system of rules and policies that guide daily operations and decision-making processes. Clear governance ensures everyone understands how and why choices are made, fostering accountability, transparency, and community involvement.

Many social groceries abroad operate as consumer cooperatives, blending membership models with democratic participatory governance. Studying cooperatives sheds light on social groceries, especially when low-income members benefit from wealth-sharing (like differentiated pricing) while helping shape decisions. Cooperatives feature distinct ownership, governance, and funding systems, so a social grocery with participatory decision-making—where members vote on policies, for instance—is often considered a cooperative.

Social groceries typically follow one of two governance models: the Traditional Corporate Model or the Democratic Participatory Model³. Both involve ownership, governing bodies, and policies, but they differ sharply—the corporate model relies on top-down hierarchy, with bosses making decisions and owners claiming profits, while the participatory model thrives on collective, equitable decision-making and shared benefits, empowering co-members and workers to build solidarity.

3. For more information on democratic participatory governance, see Appendix A.



Photo Credit: Kassim Dabaji

3 ✓

THE PRESENT SCENE IN LEBANON

Building on models of global social groceries, which offer valuable cases in democratic and cooperative structures⁴, this section examines Lebanon-based social grocery initiatives. Insights from these global and local examples will be synthesized in the ‘Business Models: Best Practices’ section to guide the development of sustainable, community-driven food systems in Lebanon.

Drawing on needs outlined in Jibal’s previous publications⁵ and other research on cooperatives in Lebanon⁶, we highlight key active social grocery initiatives that serve as case studies for cooperative retail models. Through visits and conversations, we engaged with:

- **“Dekenet al Nes”** in Baakline, Bchatfine, Chouf
- **“Man wa Salwa”** in Furn el Chebbak, Beirut suburb
- **“Beitouna”** in Burj Hammoud, Beirut suburb
- **“Dikken el Mazraa”** in Mazraa, Beirut.

Though united by shared goals, each of the four Lebanese social groceries operates uniquely, shaped by factors like location, legal structure, community needs, volunteer support, and the founders’ distinct visions. This diversity in case studies aims to offer insights and lessons for tailoring social grocery models to Lebanon’s complex realities.

3.1 ✓

Existing Social Groceries in Lebanon

2023

“Man wa Salwa”Furn el Chebbak,
Beirut Suburb

2022

“Dekenet al Nes”Baakline, Chouf
Bchatfine, Chouf

2020

“Dikken el Mazraa”

Mazraa, Beirut

2006

“Beitouna”Burj Hammoud,
Beirut Suburb

4. Jibal has collected insights on global social groceries available to those eager to explore cooperative models (internal: link here)

5. See Environmental Justice in Lebanon (Beirut: Jibal, 2020) and the Food Sovereignty Committee, Zgharta Food Strategy (Beirut: Jibal, 2023) on the Jibal website (<https://www.jibal.org/publications/>).

6. See Nadine Mouawad, Cooperatives in Times of Crisis (Beirut: Self-published, 2022).

Quality local products near you



Photo Credit: Kassim Dabaji

3.1 ▾ Existing Social Groceries in Lebanon

Dekenet al Nes

Baakline, Bchatfine, Chouf
2022



In 2022, Dekenet al Nes launched their shop in Baakline, Chouf with the mission of offering the local community quality food products at rates below market prices, while promoting sustainable consumption. Customers bring their own containers or utilize repurposed ones available at the shop. This cuts both

packaging costs on the consumer (which can reach 20% of a product's price) and environmental impact, with 5 tons of plastic saved so far. Their shop stocks a select range of bulk goods—nuts, seeds, grains, pulses, oils, tahini, vinegar, cleaning supplies, personal hygiene items, baladi soap, pet food, and local sweets—totaling 150 products, all locally sourced. To avoid competing with small local shops, they do not carry fresh produce, animal by-products, canned goods, or condiments. Instead, they hope to open several branches that can compete with large supermarkets, thereby shifting the local economy to more ecologically and socially sound retailing practices. In 2023, they opened another branch in Bchatfine, Chouf; and are in the process of opening a third in the South in Hasbaya.

Dekenet al-Nes welcomes all shoppers to access discounted prices without a membership system, though those providing in-kind contributions or social media promotion earn special discount cards. Instead of relying on volunteers, they compensate all workers, even modestly, to value their efforts (though the co-founders worked pro-bono for the first six months). Their team is made up of 11 part-time employees, eight of which are co-founders. Co-founders hold monthly general meetings amongst one another and another monthly meeting for all employees for feedback.

To open their first shop, they raised funds by selling shares to friends who wanted to support the initiative. These shareholders received lifetime shop discounts, a one-time \$20 voucher, and the promise of dividends once the store turns a profit. Now financially sustainable, the Baakline shop channels new funds into expansion, renovations, consultancy, and training. Registered as a Société Anonyme Libanaise (SAL), Dekenet al-Nes balances cooperative values with a joint-stock structure.

3.1 ▾ Existing Social Groceries in Lebanon

Man wa Salwa

Furn el-Chebbak, Beirut Suburb
2023



In 2023, Man wa Salwa opened a social grocery in Furn el-Chebbak, Beirut, to counter Lebanon's economic crisis by offering the neighborhood residents affordable, accessible food in their sustainable mini-market, particularly one that counters sectarian community support structures. The store stocks a wide range of products—fresh organic and conventional produce, grains, pulses, spices, canned goods, oils, molasses, nut butters, dairy, eggs, snacks, refreshments, cleaning supplies, hygiene items, baladi soap, paper goods, diapers, and used books (\$3 each)—with select items available in bulk. By prioritizing local, small- to medium-scale producers, they address local supply chain challenges while fostering stronger community ties. Grants and profits on marked-

up luxury goods like snacks and beer subsidize essential food items and keep them affordable, with markups applied sparingly. Man wa Salwa operates on a hybrid membership system. They offer a voluntary membership that involves a one-time yearly fee of \$100, 3 hours of volunteer work per month (for an extra 10% discount), decision-making rights, a free tote bag for grocery shopping, and the ability to sponsor someone else's membership. They are often flexible in reducing the annual fee according to an individuals' means. Without a large volunteer network, friends occasionally pitch in for outreach tasks, while the six-member team (two co-founders and four staff, including one part-time employee) runs operations. Early on, co-founder Maryam worked unpaid on grant writing, but now all salaries, except the operations manager's, are secured from store revenue. This governance model balances efficiency and inclusion, with co-founders and the operations manager focusing on daily operational decisions, while members and employees shape major choices via organized collaborative discussions.

To start the initiative, they were funded by a one-year grant and \$100 contributions from 20 diaspora members for memberships. Today, Man wa Salwa is nearing financial sustainability as a mini-market, though a robust membership system for full financial stability remains a longer-term goal: "It's easier to sustain a grocery than a co-op," operations manager Ghinwa shared. Currently registered as a non-governmental organization (NGO) in Lebanon, they hope to obtain official registration as a consumer cooperative and to continue offering support to other similar cooperatives and grocery shops. They currently support a women's cooperative called Beitouna, which is discussed below as a case study on its own. They channel funds into subsidies, staffing, events, and aiding Beitouna, balancing growth with giving back to the community.

3.1 ▾ Existing Social Groceries in Lebanon

Dikken el Mazraa

Mazraa, Beirut
2023



Dikken el Mazraa was established in 2020 to respond to the economic crisis, motivated by the desire to provide an alternative model to food aid packages. Having opened its doors just a few weeks after the Beirut Port Explosion, their work had added urgency. Dikken's mission evolved quickly and started exploring solutions to price inflation and declining access to affordable quality goods. Today, Dikken sources most of its products from local producers who follow sustainable practices and prices its products in accordance with the client's socio-economic situation. The model is based on cross-subsidization, whereby vulnerable customers benefit from discounted or subsidized prices thanks to the profits generated from the customers with higher means.

Whenever possible, Dikken provides food vouchers for at-risk individuals to access quality local produce with the support of a partnering NGO or private donor. Their shop carries a variety of products found at any common mini-market: organic fresh produce, canned goods, grains and pulses, pasta, oils, bread, honey, dairy products, eggs, condiments, refreshments, coffee, tea, snacks, pantry staples, cleaning and personal hygiene products, among others.

Dikken El Mazraa operates on a membership-based model which is open to everyone, with an asking annual fee starting at \$10, adjustable based on the member's preference. This fee helps sustain the solidarity pricing system. Members are categorized into three price groups based on their socio-economic situation: A (most vulnerable), B (moderate means), and C (comfortable situation). Prices vary accordingly, with members in stronger financial positions paying full price, while those in more vulnerable situations receive discounts on all goods. Non-members are also welcome to shop at Dikken but do not benefit from delivery services or receive the weekly fresh product list via WhatsApp. Their team is made up of four employees, two of which are full time, plus some outsourced consultants and volunteers supporting on a needs basis

3.1 ▾ Existing Social Groceries in Lebanon

Beitouna,

Burj Hammoud, Beirut Suburb
2006



Beitouna is a women-led food cooperative which was officially established in 2006 after Israel's July war on Lebanon, though it grew as an extension of the community-based work they had been engaged in since 1999 in the Nabaa neighbourhood in Bourj Hammoud. The decision to open doors in Nabaa was significant. The inhabitants of the area have been historically marginalized, more likely to struggle in securing employment or affordable housing as well as official identification papers, residencies, or work permits, increasing the precarity of their situation.

Beyond selling basic food products at affordable costs, Beitouna's mission is to also act as moral support for at-risk individuals and families, offering a space for marginalized persons to proactively express themselves and their needs. In line with this mission, their retail shop does not resemble that of a conventional store. The space instead functions as a community center, fostering

an inviting atmosphere in which people can feel heard, valued, and encouraged to overcome obstacles with the support of their neighbors. Community engagement activities are a core focus and they also host a highly active youth club.

A small room at the center is filled with basic food, cleaning, and hygiene products. They sell sugar, salt, canned goods, noodles, pasta, rice, flour, condiments, tea, and coffee. They source their products from wholesalers and offer subsidies through external funding so members only pay for 75% of a product's cost. To participate, obtaining a membership is mandatory, though it is not open for all. Only at-risk individuals or families of the neighborhood are accepted. Members pay a monthly fee of LBP 50,000 or \$0.56 and are expected to volunteer in whichever ways they can. The shop is open only twice a week for 2 hours a day, during which members are welcome to come and buy what they need. Each member or household is able to shop only twice per month in order to serve a larger membership. Their team is made up of 12 members, all of which are volunteers who are automatically made members. There is no hierarchy in decision-making structure, and all members and volunteers attend general meetings once or twice a month where they take decisions related to the shop together.

Funding to initiate the cooperative was provided by the two co-founders, who are also inhabitants of the Nabaa neighborhood, as well as international donors. The shop is not financially sustainable, as membership fees are symbolic and no profits are made from selling. Any revenue generated is used for purchasing goods or towards the costs of operating the shop. Beitouna is not legally registered, and so any funding they receive is through partnerships with NGOs (like Man wa Salwa, who help with rent and purchasing costs). They use additional funding for their events, subsidies, and additional operation costs.

The information populating the case studies was obtained through interviews conducted by Jibal with members and founders of each of these social grocery models. Interested readers are welcome to reach out to us for the raw data. A table which offers a general comparison between the features of each case study's model can be found here.



<http://www.jibal.org/wp-content/uploads/2025/08/Comaparative-Table-Lebanese-SGs.pdf>

Table 1: The table summarizes the membership and pricing systems adopted by Lebanon-based social grocery models.

Coop/Social Grocery	Membership Type		Pricing System	
	Mandatory	Voluntary	Uniform	Differentiated
Dekenet Al Nes	x	x	✓	
Man Wa Salwa		✓	✓	
Dikken El Mazraa		✓		✓
Beitouna	✓		✓	

3.2 ✓ Social Grocery Governance Models In Lebanon

The social groceries in Lebanon have not yet demonstrated detailed governance models. Formal systems or frameworks for decision-making, management, and operational oversight have not been fully established. Below we offer a summary of each model's existing practices, gathered via interviews.

Dekenet al Nes holds one monthly meeting for founders and another which joins founders and employees, where feedback from the collective can be shared. In this model, shop customers are not part of the decision-making process. Instead, only employee input is taken into consideration, though the founders act as the board of directors and are ultimately the decision-makers. A yearly General Assembly meeting is held with shareholders.

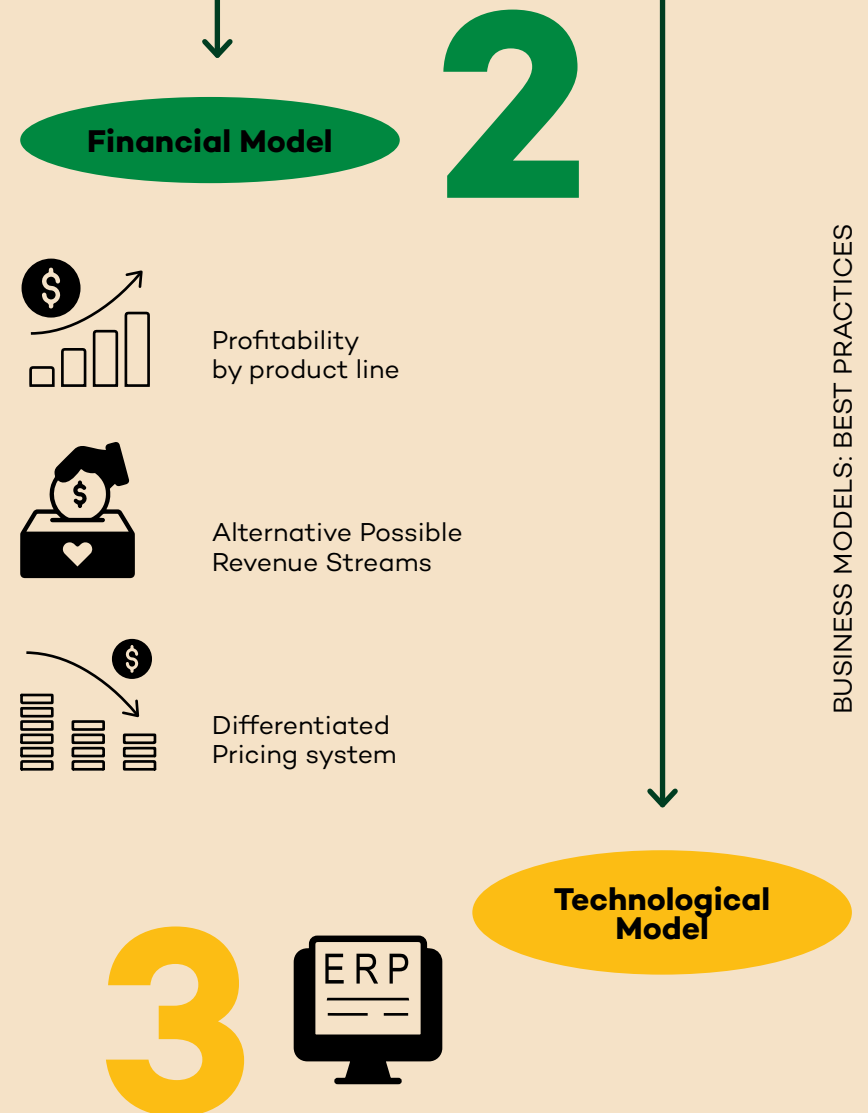
At **Man wa Salwa**, the two original co-founders and the operations manager take decisions on daily happenings at the shop. For more important structural decisions, members and employees are invited to participate in decision-making. This most closely resembles a hybrid governance model described in the previous sections above.

Dikken el Mazraa's governance model is between a traditional and hybrid model, as employees have a certain level of participation in decision-making.

Beitouna functions with no decision-making hierarchy, meaning all members and volunteers have general meetings once or twice a month where decisions are negotiated and taken together. There are no employees, as participants are either members or volunteers.

4 ✓

BUSINESS MODELS: BEST PRACTICES



4 ✓

BUSINESS MODELS: BEST PRACTICES

As has been explored above, social grocery models have diverse manifestations. This includes the ways they structure their business models⁷. For example, some shops only sell surplus/ rescue food, while others source fresh produce from local farmers, or sell non-food products. Some are co-sponsored initiatives from the state or local municipalities, while others are funded by philanthropic donations and/or community fundraising.

Because a common feature of social groceries is making products accessible to economically vulnerable communities, nearly all are run as not-for-profit organizations, often by a mix of paid staff and volunteers. Volunteers are typically also members. While different shop models place weight on different objectives, for example social or ecological, we wish to emphasize that if accessibility is not a core value, the business becomes solely a themed shop or boutique. While the latter may still have social and environmental impacts, it becomes limited to a niche social class.

7. Surplus or rescue food refers to edible food items that would otherwise go unharvested or be discarded that can be collected from various sources and redistributed.

There have been several innovative ways of reducing costs for consumers, often by engaging the local communities social groceries serve. To reduce labor costs, some shops implement volunteering programs, relying on the served community's human resources. Others implement cross-subsidy models, which facilitates increased purchasing power to vulnerable customers via more economically secure customers sacrificing some of their own. It is also worth mentioning that many social groceries in Lebanon and abroad receive donations and funds from local and/or international NGOs and donors which function as subsidies. This allows them to have more impact where community engagement is less possible.

Some of these strategies are utilized by case studies in Lebanon that were introduced above. Each has adopted a variety of approaches to balance financial sustainability of the grocery with their social and/or environmental impact. Below, we delve deeper into the variety of business model approaches that may be adopted, highlighting the best practices related to operational, financial, and technological aspects. These findings are informed by existing examples from Lebanon and abroad as well as by Jibal's own experiences supporting various social and green businesses over the past several years.

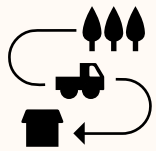
[Business Model Canvas for social groceries](#)



4.1 ✓

Operational Model

A. Environmental considerations



There are several strategies that can be taken as part of the social grocery's business model that can contribute to more ecologically-sound practices. Ecological considerations often have cascading benefits in addition to reducing pressures

on the natural environment, like ensuring the long term health of the community, producing substantial financial savings, and potentially supporting the local economy if implemented wisely. The subsequent sections elaborate on how this may be achieved.

Short supply chain

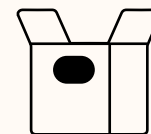
Dikken el Mazraa, Dekenet al Nes and Man wa Salwa all focus on supporting local production that yields a chains. Shortening the supply chain by sourcing locally-produced items not only contributes to supporting the local economy, but also lowers financial and environmental costs (e.g. reduced fuel usage). Depending on the product a grocery is looking to carry, the word 'local' can take on various meanings, particularly in a small country like Lebanon with limited manufacturing capabilities. For food products that are available in the regional climate and geography, 'local' falls within the range of tens of kilometers. As for manufactured products, national or regional manufacturers should be prioritized, recognizing that Lebanon may need to rely on its neighbors for trade. The goal here is not to avoid imports or trade, as some products are simply not available locally and are still needed

by consumers, but rather to wisely assess whether products sought after can be readily found in the nearest possible vicinity.

For example, can fresh produce be sourced from a nearby farmer? How does this farmer grow their produce? Do they use local inputs? If so, are these inputs organic or synthetic? All of these details become more easily answerable as the supply chain is increasingly shortened, allowing for more questioning of best environmental practices. Developing partnerships with local farmers over time also enables the grocery to benefit from reliable access to fresh produce, preventing interruptions caused by geopolitical or health crises (e.g. the COVID-19 crisis revealed how fragile international supply chains become in the midst of crisis).

Once more localized sources for stock are identified, social grocery proponents can also get involved in supporting various producers to pool resources together. For example, there is often high potential for sharing transportation, organizing a local shipping route, and sharing coordination responsibilities thereby freeing up precious time for local producers. This can also reduce transportation costs they incur, and by extension, perhaps on the grocery. In other words, the social grocery can act as a linking force between the various types of producers it works with, establishing contact between those who might benefit from engaging with others in a more cooperative model.

Reduced Packaging



One of the most severe facets of the global environmental crisis relates to the excessive amounts of waste produced, which is often mismanaged. This issue is particularly severe and ongoing in Lebanon, and often flares up in the midst of its various other compounding

crises. In order to reduce their waste impact, social groceries can resort to buying and selling products in bulk, using little to no packaging or reusable options when possible.

In addition to reducing the environmental impact of packaging waste, buying and selling in bulk also highly reduces prices. For example, Dekenet al Nes notes that packaging accounts for between 10-20% of a product's price. It also may contribute to lower transportation costs from suppliers, since packaged items take up more space in the delivery truck or vehicle.

→ **Dekenet al Nes** is an example in Lebanon on best practices to reduce packaging. They store all their products in bulk containers. Consumers are encouraged to bring in their own refillable containers. Accounting for safe and proper storage practices becomes an important concern depending on the climate in which the shop exists. For example, some techniques used for proper storage in humid environments include stacking products on wood pallets as opposed to directly placing them on the ground and making sure they are not touching any walls to ensure proper ventilation. Other more traditional storage techniques include adding dry bay leaves to grains and flours to repel insects.

→ **Man wa Salwa** also sells some products in bulk. They also engage in other waste-reduction practices like offering heavy-duty baskets as packaging which are reused and returned after use.

→ **Dikken el Mazraa** does something similar by offering reusable tote bags for sale in the shop. All of these seemingly small strategies contribute to reducing waste within a social grocery model.

Product Life Management



Social groceries—community-driven stores offering affordable, sustainable food—can benefit from adopting a circular business model, which reuses and recycles resources to cut costs and reduce environmental harm⁸. In managing inventory, it's good practice for groceries and similar shops to use First In, First Out inventory management, where older stock is sold first. This minimizes spoilage, extends product usability, and streamlines procurement.

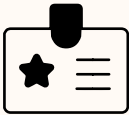
For perishable products like dairy, meat, or produce, many markets, including social groceries, offer discounts on nearly expired items to reduce waste. This approach is common and can be prioritized in some models to ensure resources are fully utilized.

For fresh produce (fruits and vegetables), social groceries can enhance waste management by partnering with supplying farmers. Farmers can reclaim inedible organic matter—such as peels or spoiled produce—for compost or biogas (energy from organic waste). Grade B produce—edible but cosmetically imperfect—or items nearing spoilage can be sold at lower prices to avoid waste. Another approach is processing fresh foods to extend shelf life and diversify offerings. For example, social groceries can transform surplus produce into longer-lasting products like sauces or jams. “Ugly fruit” initiatives collect imperfect or excess produce for processing to reduce food waste. Dikken el Mazraa, for instance, has often processed imperfect fresh tomatoes into sauce to minimize waste and create new products.

8. Ellen MacArthur Foundation, “What Is a Circular Economy?,” 2023, <https://www.ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview>.

B. The people: Human and social aspects

Membership systems



It is common practice for social groceries to offer discounted prices to all customers or specific groups, such as those facing economic hardship.

To foster engagement, many create a community of beneficiaries, a group of regular customers who participate in the store's operations or benefits structure. While not mandatory, building such a community is also a common practice, as discussed earlier. Membership systems in social groceries vary but generally fall into three categories: mandatory, voluntary, or no membership.

Mandatory memberships require all customers to join the social grocery to shop there, though membership is open to anyone that meets the requirements. This system ensures a stable, predictable membership base and income, aiding in planning and resource allocation. It fosters a stronger sense of community and shared responsibility, as members often contribute financially or through volunteer work. Additionally, upfront membership fees⁹ provide capital, enabling the social grocery to operate or expand. However, mandatory membership may deter potential customers unwilling to commit to membership conditions, such as required volunteer hours. In Lebanon, only Beitouna has implemented a mandatory

membership system and has also limited it to individuals in their neighborhood - Nabaa.

Voluntary memberships, in contrast, are optional and open to all. Non-members can shop at the social grocery but do not access member-specific discounts, benefits, or privileges, such as priority access to certain products. This flexibility attracts a broader customer base while still incentivizing membership. In Lebanon, Man wa Salwa and Dikken el Mazraa adopted this membership model.

Finally, some social groceries adopt a no-membership system, allowing anyone to shop without joining a formal program. This approach maximizes accessibility, as passersby can purchase goods and benefit from offers without commitment. Dekenet al Nes in Lebanon follows this model but provides loyal customers with discounts on select products and priority access to certain items, encouraging repeat patronage without a formalized membership structure.

Volunteering system



Social groceries often involve volunteer work, where customers or members help with tasks like stocking shelves or cashiering. Some require volunteering, while others encourage it. Beitouna (Lebanon), Park Slope

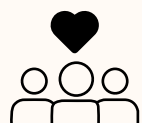
Food Coop (United States), and Super Cafoutch (France) mandate volunteer shifts for members, with exemptions for health issues, caregiving, or other circumstances. Blue Mountain Food Co-op (United States) and Episol (France) make volunteering optional but provide incentives, such as discounts or priority access to products. In Lebanon, Man wa Salwa and Dikken el Mazraa offer optional volunteering systems that are underdeveloped but aim to grow. Lebanese social groceries have struggled to shift customer

⁹ Surplus or rescue food refers to edible food items that would otherwise go unharvested or be discarded that can be collected from various sources and redistributed.

behavior, securing volunteers for one-time tasks but finding it hard to maintain a steady volunteer base for ongoing needs.

Volunteer work¹⁰ promotes solidarity, a sense of shared purpose, and engagement, building a stronger cooperative community where members collaborate to sustain the store. It also reduces costs, supporting the subsidized pricing system that keeps prices low for customers.

Community Space



The social aspect of a social grocery has to do with its role in fostering connection and support among community members. In other words, it is a mission that extends beyond providing affordable food.

Dekenet al Nes strengthens local ties by hosting seasonal markets for small-scale producers during holidays and showcasing local community goods. Man wa Salwa encourages informal gatherings by placing tables and chairs on the sidewalk outside their shop, creating a welcoming space for neighbors to connect. Beitouna deeply engages its community by serving as a hub where residents can share concerns or seek support as well as regularly organizing events, such as holiday celebrations, birthday parties, and workshops for adults and youth, to build skills in community.

well as the lessons learned from local projects in their early years:

10. Surplus or rescue food refers to edible food items that would otherwise go unharvested or be discarded that can be collected. For more details on the value of volunteering, see Appendix C. cited from various sources and redistributed.

Lessons Learned on Best Governance Practices

After Jibal's assessment of various formats of governance, democratic participatory models resonate most deeply as the preferred model, where both workers and consumers are able to contribute to the decision-making processes. While recognizing that this kind of model may take on a variety of forms at different stages of establishing and running a social grocery, we find it to be critical to communicate clear governance protocols and ownership models to all contributors involved in the project early on to avoid conflicts that spur from ambiguity. The recommendations provided below are a result of assessing best practices of social groceries abroad as well as the lessons learned from local projects in their early years:

1

1. Maintaining Member and Employee Participation

Member and/or employee participation is not to be taken lightly as it is at the core of democratic governance; and low levels of member and/or employee involvement make it relatively easy for certain assertive groups, whether personnel, middle and senior managers, or electoral groups, to achieve disproportionate control and influence.

2

2. Maintaining Member and Employee Equal Participation

In the case both members and employees take part in the decision-making processes, it is important to ensure both parties' voices are represented equally. Since the number of members might be bigger than

that of employees, it is vital to find a system that accounts for the difference in volume, like giving the employees a veto right, or dividing the general assembly into colleges, as done in some anarchist inspired cooperatives.¹¹

3

3. Embracing and Promoting Constructive Debates

An often overlooked challenge for initiatives applying a democratic participatory governance model is fostering a culture that embraces and promotes open discussion rather than suppresses it. Engaging in constructive debate should be viewed as a hallmark of a democracy, and this spirit should be evident in the formal aspects of a democratic framework. Specifically, it is important to motivate members and/or employees to take an active role in the enterprise and to encourage them to run for election.

4

4. Finding the Right Balance

There is no one-size-fits-all approach to democratic governance practices. Each social grocery must create its own governance systems and bylaws based on its mission, its stakeholders, and the magnitude of its activities within the local legal context. A governance system can incorporate hybrid attributes of the traditional corporate model and the democratic model; the goal is finding the right balance that fits for your social grocery's context and purpose.

11. Librairie Basta in Lausanne, Switzerland, is a notable example. One of this manual's authors directly observed its cooperative structure in action. See <https://librairiebasta.ch/cooperative> for more details.

4.2 ✓

Financial Model

Profitability by product line



It is not uncommon for gross profit margins (the difference between a product's selling price and its cost, expressed as a percentage) to change across different product lines. Social groceries adopt their own version of this concept which are well-suited to their mission of supporting community needs and affordable food access. They use something called the loss leader pricing strategy, where necessity products (essentials like bread, milk, or rice) are sold at very low margins to ensure affordability, while non-essential or luxury products (such as specialty foods) carry higher margins. Unlike typical grocery stores, which use low-priced necessities to entice customers to buy pricier items, social groceries rely on higher margins from non-essentials to boost profitability. This allows wealthier customers purchasing non-essentials to indirectly subsidize the store, keeping necessity products affordable for all.

Alternative Possible Revenue Streams



Social groceries can diversify their revenue streams beyond only sales. Membership fees provide steady revenue depending on number of members and fee structures. Dikken el Mazraa's flexible membership fees, for example, ensure cash inflows early each year, covering fixed costs.

Donations, grants, or subsidies from local or international NGOs are another way of achieving fair food prices. In Lebanon's unstable economy, social groceries should partner with socially progressive organizations to secure funding or project collaborations. Dikken el Mazraa, for instance, works with Nation Station, Souk El Mawsam farmer's market, Jibal, and Mada NGOs. Dekenet al Nes uses a donation box system (a collection point for monetary support) to fund free items or subsidize bulk products for low-income customers, often discreetly.

Educational workshops on food systems or sustainability, funded by NGOs, local authorities, or sold to members, are another idea to generate income while boosting community engagement. Beitouna, Dikken el Mazraa, and Dekenet al Nes host such events to raise awareness and strengthen local ties.

Volunteering by members offsets costs that would otherwise require paid staff. In Lebanon, where volunteering is less common, building an effective volunteer system demands initial effort but can yield significant savings.

Differentiated Pricing system



Social groceries can choose between equal or differentiated pricing systems, where prices vary based on customer characteristics. Equal pricing applies the same rates to all, which is more simple and transparent. It fosters a sense of equality among members, reducing disputes over perceived unfairness, and is easier to manage than tracking varied price levels. However, it may limit competitiveness if other stores offer tailored pricing, potentially reducing customer reach.

A differentiated pricing system, by contrast, adjusts prices to reflect diverse needs, such as income levels, attracting more members and spreading fixed costs over higher sales volume for better profitability. It enhances social fairness by making essentials more affordable for vulnerable groups. However, it adds complexity and risks dissatisfaction if pricing differences are not clearly explained.¹²

In Lebanon, Dikken el Mazraa uses a differentiated pricing system with three price tiers based on household income, from least to most vulnerable. Members qualify for discounts through vulnerability assessments, or evaluations of financial need conducted at registration, while non-members pay the highest rate¹³. This approach upholds a solidarity-based model but often requires complex administration.

12. See appendix D.

13. For details on Dikken el Mazraa's vulnerability assessment, see Appendix E.

4.3 ✓

Technological Model



Social grocery initiatives are encouraged to adapt their technology to their unique business models. While small operations can often manage some processes manually, this is less efficient and usually more costly. Today, most businesses, including social groceries, use enterprise resource planning software (ERP), a system that integrates sales, inventory, purchasing, human resources, and other functions for real-time tracking and management. ERP systems enhance efficiency in several ways:

A membership system requires the ERP to assign each customer an ID storing personal details and membership status, enabling tailored services. If a volunteering system is in place, the ERP can track members' volunteer hours, improving accuracy in managing human resources.

A cross-subsidy model—where higher prices on some goods offset lower prices on essentials—demands significant technological investment. The ERP must categorize members by pricing tier, apply appropriate prices per item, and generate detailed reports on sales by member and item type. This data is vital for monitoring the cross-subsidy system, making projections, and adjusting pricing to maintain affordability and profitability.

5 ✓

CONCLUSION

Social groceries are community stores providing affordable, nutritious food. They are a vital tool for social change and addressing environmental challenges simultaneously. However, they cannot thrive without a supportive ecosystem surrounding them. In Lebanon, Jibal, along with various organizations and practitioners in the Agroecology Coalition Lebanon (ACL)¹⁴ are working to build such an ecosystem. Social groceries, often called solidarity groceries, adopt a socially-innovative approach to tackle food insecurity by ensuring nutritious food is accessible to all community members. Beyond offering affordable food, they promote community engagement, provide social support, and strengthen local ties.

At their best, social groceries address the systemic causes of food insecurity by focusing on more than just making healthy food accessible. They often support sustainable agriculture initiatives, responsible consumption practices, and shortening and localizing supply chains. Additionally, they offer support services that equip vulnerable individuals with skills and resources to enhance their socio-economic status. At their core, however, their success depends on understanding and meeting the needs of a specific vulnerable community while also catering to less vulnerable members within that same community. In some regions, finding this balance is essential for a social grocery's financial sustainability. Jibal's vision in Lebanon is to establish hundreds of social groceries across the country, each with a model tailored to its local area. While we dream big, we hope you will dream even bigger.

14. A network in Lebanon consisting of organizations, initiatives, trainers, experts, researchers, educators, and food activists dedicated to advocating for and spreading sustainable farming practices for the purpose of achieving food sovereignty.



6 ✓ HOW TO GET STARTED IN LEBANON



Below is a to-do list to help guide starting a social grocery in Lebanon.¹⁵

Steps for setting up a social grocery:



1. Identify a Region/Neighborhood with Community Interest and Need

→ Start by having informal conversations to assess the community's interest and need for a social grocery.

→ Ensure there is a minimum ecosystem of producers—local farmers or suppliers—available to support the shop's inventory.¹⁶



2. Select a specific location. Ideally, the shop should be centrally located, visible to passersby, easy to find, accessible by foot and car, and offer ample parking. Aim for a shop floor size of approximately 45 square meters.



3. Consult with the Community, Build a Team, and Develop a Model

→ By consulting with the immediate community and surrounding area, you can identify their true needs and gain a clear understanding of what the social grocery should offer.

→ Identify individuals passionate about the cause who want to be involved and begin building a team.

→ Find people interested in investing in the project or donating to support it.

→ Gather feedback on your ideas and seek new suggestions through online surveys, questionnaires, and focus groups.

→ Determine your target customers and beneficiaries, and create the financial model accordingly.



4. Understand and Develop your Governance Model

→ Every community business should have a governing document (also known as a constitution, agreement, rules, or articles) that defines the organization's purpose, goals, and membership structure. It should also specify how decisions are made, how surplus funds earned during the year are handled, and what happens to assets if the business closes, merges with another, or is sold.

15. See Plunkett Foundation, "How to Set Up a Community Shop," n.d., https://plunkett.co.uk/wp-content/uploads/Plunkett_How-to-set-up_Shop_final.pdf for additional information.

16. For a list of local small-scale farmers and producers following agroecology principles in Lebanon, see Appendix F.



5. Legal Requirements

- Select a suitable legal structure that aligns with your governance and business models.
- Identify required licenses and permits, and consider insurance needs.



6. Raising the Funds

- Community fundraising events and donation requests are key ways to engage the community and build their commitment to the social grocery project.

- Applying for grant funding is another traditional method that provides essential support to the project.

- Selling shares in your shop, a process where community members who plan to use the shop invest to own a stake, is an effective way to raise funds locally and recruit members.



7. Sourcing suppliers

- The range of goods and services you offer should be tailored to your community's demographics.

- Identify local suppliers you plan to work with, and clarify their delivery schedules, minimum order requirements, credit terms, and other conditions. Establishing these terms and conditions early, ideally during the business planning stage, is essential. Jibal compiled a list of trusted farmers following ecologically-sound farming practices (in Appendix H).

- Another key consideration is the price range you will offer. This depends on your target customers, but you can meet diverse needs by providing budget products alongside luxury ones.

7✓

APPENDICES

Appendix A: Democratic Participatory Governance

To deepen our understanding of social groceries' governance models, Jibal explored inspiring projects worldwide:

- Episol (Grenoble, France)
- Super Cafoutch (Marseille, France)
- Blue Mountain Food Coop (Katoomba, Australia)
- Park Slope Food Coop (Brooklyn, USA)

We draw on these four examples: the first three are consumer cooperatives, while Episol combines social grocery principles with cooperative structure.

Democratic Participatory Governance

WHAT IS IT ?

Democratic Participatory Governance in private businesses stands apart for its community-driven and cooperative functioning. These entities are built by and for local people, prioritizing the needs of members, workers, or both through active engagement. By embracing a democratic governance system, they foreground members and workers to shape policies, elect directors, and guide decisions, fostering shared ownership and solidarity.

STRUCTURES:

1. Ownership

At Park Slope Food Coop, Blue Mountains Food Co-op, Super Cafoutch, and Episol, every member holds equal voting power at General Meetings, with one vote per person regardless of shares owned, embodying collective ownership. Certain financial reserves or assets are designated as indivisible, meaning they cannot be distributed to members. If these cooperatives close or face private takeover, such assets—like a shop's physical space—transfer to other cooperatives or community organizations, ensuring wealth stays with the collective.

2. Governance Bodies

The governance structure of cooperatives often include General Assembly Meetings, a Board of Directors, Committees, Members, and Employees to establish a shared vision.

General Assembly Meetings are the main decision-making forums within cooperatives (or social groceries that choose to implement a democratic participatory governance model). Here, members gather to debate agenda items, elect directors, chart future paths, and refine budgets or business plans. Most legal frameworks require these meetings to be held once a year; but cooperatives often hold additional gatherings, depending on their needs, size, member makeup, and unique culture.

The Board of Directors are selected from within the cooperative at the annual General Assembly meeting. Three to twelve people elected to take on roles like president, vice president, secretary, and treasurer among others for three-year terms. This board invites members to meetings, outlines the business at hand, and listens to their insights to guide decisions. Legally, directors must act with sound judgment in the cooperative's best interests, turning down any General Assembly choices deemed reckless or

unlawful. Beyond that, they shape the cooperative's direction, oversee its activities, represent it in legal matters, and secure loans, funds, or grants to keep the collective thriving.

At Park Slope Food Coop, the Board of Directors meets at least ten times a year with a quorum (a minimum number of attendees required for valid decisions) of one-third of directors. Blue Mountain Food Coop's board meets monthly. To encourage participation, Blue Mountain offers a 20% discount to members who volunteer as directors, as finding willing board members can be challenging. At Super Cafoutch, the board meets as needed with a quorum of 50% and makes decisions by seeking consensus or, if consensus fails, by a majority vote of members present. Episol's board meets every six months, and some decisions, such as whether to sell alcohol, are made by referendum. Serving as a board member is demanding, requiring time, effort, and experience to conduct and sustain meetings. Members must meet regularly, and their discussions require facilitation, all performed voluntarily.

One way to enhance participation and efficiency is through committees—fixed groups tasked with specific roles. These provide additional opportunities for members to engage in cooperative decision-making and are appointed by the board of directors. Traditional systems often rely on multiple board committees, and smaller cooperatives typically govern through committees. Park Slope Food Coop has an Agenda Committee, among other temporary committees, responsible for reviewing submissions and setting the monthly General Meeting agenda. Super Cafoutch operates ten thematic committees. These groups focus on specific areas like outreach or operations and use a round table discussion to coordinate them. In Lebanon, formal (legally registered) cooperatives maintain Control Committees to oversee operations.

3. Rules and Policies

Members collectively shape the rules they follow, building on legal requirements and bylaws to reflect their shared vision. These key decisions are typically made through General Assembly Meetings or referendums, ensuring every member's voice is counted in the decision-making process.



Jibal has collected insights on membership and governance, available to those eager to explore cooperative models
[\(internal: link here\)](#)

Legal Elements of Cooperatives and Social Groceries

How consumer cooperatives (member-owned businesses focused on meeting community needs) and social groceries manage ownership and their governance structures.

Ownership:

Since cooperatives and social groceries prioritize community benefit over profit, any net profit made is often used to invest in the shop or to cover unprecedented rising costs caused by inflation.

In Lebanon, consumer cooperative bylaws outline similar criteria for distributing the net surplus, as follows:

1. Surplus from transactions with non-members is allocated to the reserve fund.
2. For transactions with members:
 - In limited liability cooperatives, 25% of the surplus is placed in the reserve.
 - In unlimited liability cooperatives, 50% of the surplus goes to the reserve.

The remaining surplus is distributed as follows:

- Up to 25% is paid to members as interest on their shares, with a maximum interest rate of 6%.
- Up to 5% is allocated to social and cultural activities.
- The rest is distributed among members based on their transactions and level of engagement with the cooperative.

Appendix B: Membership Fees

What do members pay or contribute to become members and access membership benefits? Typically, members pay a fee and often volunteer their time. Notably, all four social groceries have distinct requirements.

Park Slope Food Coop and Super Cafoutch require members to purchase Equity Investment Shares—a financial stake in the cooperative that grants ownership rights. A minimum of 10 shares is required, costing \$100 at Park Slope or €100 at Super Cafoutch. This makes members shareholders with equal decision-making power (one member, one vote, regardless of shares owned). The equity investment is refundable if a member chooses to end their membership. Park Slope also charges a one-time, non-refundable joining fee of \$25. Reduced payments for both the fee and investment are available in certain cases, and members may request an extended payment plan.

A household rule requires all household members over 18 living together to join the cooperative. Super Cafoutch offers a discounted investment for the second household member, requiring only 5 shares instead of 10.

Blue Mountain Food Coop and Episol, however, do not require equity investment shares. Blue Mountain charges a \$40 annual fee per household, while Episol requires a minimum annual fee of €5 per household.

Appendix C: Volunteer Work in Social Groceries

Volunteer work in social groceries can be mandatorily required of members or voluntary. Below, we explore both approaches.

At Park Slope Food Coop and Super Cafoutch, members must perform mandatory volunteer work. Park Slope requires a shift of 2 hours and 45 minutes every 6 weeks, while Super Cafoutch calls for 3 hours every 4 weeks. Exemptions are granted for specific cases, including health issues, caring for someone with health issues, new parenthood, bereavement, or retirement. In contrast, volunteer work at Blue Mountain Food Coop and Episol is voluntary but strongly encouraged. At Blue Mountain, volunteers earn an additional 20% discount on top of their 10% membership discount for every 4 consecutive hours worked. Volunteer tasks typically include stocking shelves, unloading delivery trucks, operating checkouts, answering office phones, cleaning, processing food, returning outdoor carts, and handling communications.

Delving into the role of volunteer work, which can be crucial for a social grocery's financial sustainability, we outline the pros and cons of mandatory and voluntary systems.

Mandatory Volunteer Work

- Ensures a steady supply of volunteers to support store operations and community initiatives.
- Reduces costs significantly, as labor is a major expense for grocery shops.
- Enables lower prices by reducing the need for high markups, as volunteers cover many expenses.

- Fosters shared responsibility, contributing to the shop's success.
- Allows members to contribute their time and skills.

However:

- May deter potential members unwilling to volunteer.
- Could disengage or demotivate members who feel obligated to participate.
- Risks creating tensions among members.
- Requires extra administrative effort to track hours and ensure compliance.

Voluntary Volunteer Work

- Offers flexibility, letting members volunteer at their own pace.
- Encourages genuine engagement and commitment from members.
- Attracts more members by not mandating volunteer work.

However:

- Leads to fluctuating volunteer participation, complicating resource planning.
- Makes it challenging to secure consistent volunteer support.
- May cause tensions, as some members benefit without contributing while others volunteer.
- Risks lower overall engagement and commitment.

Note: Some social groceries offer membership levels—tiered plans with varying benefits—providing greater discounts to members who volunteer more, as seen at Blue Mountain Food Coop. Each level represents a different economic arrangement between the shop and its member-owners. Park Slope Food Coop, established in 1973 with over 15,500 members, suggests that frequently changing or choosing between these levels can confuse members and weaken their sense of ownership. When members feel ownership, they are more likely to care about the cooperative, improving its operations. Thus, when implemented effectively,

mandatory volunteer work can lead to a more successful cooperative.

Moreover, allowing members to choose their membership level might create a class system, where wealthier members opt out of volunteering while less affluent members contribute labor. Park Slope argues that work, when performed in a positive environment, fosters care, pride, and ownership among members. Requiring all members to contribute, regardless of economic status, promotes a more equitable and engaged cooperative community.

Appendix D: Uniform and Differentiated Pricing Systems

This appendix examines the pricing systems adopted by social groceries.

Park Slope Food Coop, Super Cafoutch, and Blue Mountain Food Coop use an equal pricing system, where all members pay the same prices regardless of social class. Episol, however, employs a differentiated pricing system—where prices vary based on financial need—assessing members according to their average household income and needs. Episol's membership is divided into three categories, each with distinct pricing for the same product:

- **Category 1:** Non-members or households with an average monthly income above €1,000. These members, in the solidarity section—those paying full price to support the cooperative—do not qualify for discounts.
- **Category 2:** Households with an average monthly income between €650 and €1,000, eligible for discounts of 20% to 80% depending on the product.

- **Category 3:** Households with an average monthly income between €0 and €650, also receiving discounts of 20% to 80% depending on the product.

This approach makes Episol both a cooperative and a social grocery focused on affordability.

Notably, a differentiated pricing system is independent of whether membership is mandatory or voluntary (see Table 2).

Each pricing system has advantages and disadvantages:

- **Equal Pricing:** Promotes equality, simplicity, and transparency. It fosters a sense of fairness among members, as everyone pays the same price, reducing disputes or perceptions of unfairness. Additionally, a uniform system is easier to manage, avoiding the need to track and apply varied pricing based on member characteristics. However, it may limit competitiveness if other stores offer tailored pricing, potentially reducing customer reach.
- **Differentiated Pricing:** Can boost profitability by attracting more members, spreading fixed costs over higher sales volumes, and addressing diverse financial needs effectively. However, it introduces complexity and risks dissatisfaction if the reasons for price differences are not clearly communicated (see Table 3).

Table 2: Membership and Pricing Systems of Social Groceries

Coop/Social Grocery	Membership Type		Pricing System	
	Mandatory	Voluntary	Uniform	Differentiated
Park Slope Food Coop	✓		✓	
Super Cafoutch	✓		✓	
Blue Mountain Food Coop		✓	✓	
Episol		✓		✓

The table summarizes the membership and pricing systems adopted by several social groceries that we studied.

Table 3: Features, Pros, and Cons of Pricing and Membership Systems

PRICING SYSTEM	Pros	Cons
Uniform	- Simplicity - Administrative Ease	Potential for inaccessible price for some products/consumers
Differential	Social Justice	- Complexity - Potential for arguing

The table summarizes the various features we observed, along with the pros and cons, for both pricing and membership systems—the structures governing costs and member participation in social groceries. Pros and cons vary based on individual priorities and are not absolute.

Appendix E: Dikken el Mazraa's Vulnerability Assessment



This appendix contains the vulnerability assessments used by Dikken el Mazraa in Lebanon.

<https://docs.google.com/spreadsheets/d/1ozuE0To-A-nsoKwFB6qhecPm8oKAT8YY/edit?gid=1174890755#gid=1174890755>

Appendix F: List of Local Small-Scale Farmers and Producers Following Agroecology Principles



<https://docs.google.com/spreadsheets/d/1AXcDY0YxrbpFZ2oggu6GWo1RWc7xpB41tVE9HYgiNY/edit?gid=0#gid=0>

