

Editorial

In this issue of the *Journal*, we take a look at the principles and practice of co-operation. In the second of three papers on accounting and accountability, John Maddocks focuses on accounting for community benefit. In his first paper, Maddocks considered the development of an accountability model and in the second he explores the development of new forms of co-operative enterprise — particularly general purpose or social co-operatives — that necessitate a different set of accountabilities that take into consideration a wider community or public benefit in addition to member benefit. The paper also points to possible tensions between member-interest and ‘general interest’ as well as the development of legal forms that organisations identifying as co-operatives use (Table 1, p 12 provides examples of UK social co-operatives).

Community benefit is also part of Principle 7 (Concern for community) and Maddocks points to the centrality of values, principles, and identity as part of any discussion on co-operative accounting and accountability. While the ICA guidance on values and principles (2015) focuses on sustainability and increasingly the sustainable development goals, co-operatives more generally have interpreted and put this principle into action in a variety of ways, including outreach and education activities, volunteering in the community, and financial support through grants and donations. As Maddocks points out, the guidance also notes both co-operatives’ historical and contemporary roles in addressing social and economic needs and in providing “a range of social and community services including health, education, social and community programmes and projects” (p. 12). Maddocks also considers principles of public benefit requirements and reporting practices and the implications for co-operative accounting. He points to the need for clear guidance, and to clarify and differentiate between community benefit as a primary purpose of a co-operative and community benefit as additional to primary purpose and for further examination of the extent and type of reporting practice.

While not dealt with in detail, Maddocks’s paper touches on the different ownership structures and legal forms that co-operative organisations take. Extrapolating from that, we can start to look at the evolution of co-operative principles and consider their continuing relevance in their current form as both rooted in consumer co-operativism and reflecting contemporary practice.

Prior to 1995, for example, acting in ways to best serve members and communities was part of Principle 6 — co-operation between co-operatives at local, national, and international levels (Watkins, 1986). In reviving the “Schaars Book”, Zeuli and Cropp (2004, p. 45) point to the three principles that are generally considered necessary in defining co-operatives: user-ownership, user-control, and proportional distribution of benefits; the remaining four (of those agreed in the 1995 statement) are viewed more as recommendations for practice. The debate continues also between principles as fundamental laws, philosophy, or values (as identified separately in the 1995 agreement — self-help, self-responsibility, democracy, equality, equity and solidarity together with the ethical values of honesty, openness, social responsibility and caring for others), and as guides for practice; each impacting on the identity of co-operatives. In considering identification of ‘bone fide co-operatives’, the Financial Conduct Authority (FCA) put forward that the first four principles (voluntary and open membership, democratic member control, member economic participation, and autonomy and independence) could be demonstrated in the governance and rules of the society (Murray, 2015) and as such could be verified and validated (FCA, 2015) and therefore help to define and differentiate co-operatives from other legal forms.

In reviewing the co-operative principles ten years on from the 1995 statement of identity, Birchall (2005) asked three questions:

- Are the values and principles evolving?
- Are new principles emerging? And
- Will we have to revise them soon?

All three questions remain relevant and point to the need for regular if not continuous review. In providing a foreword to Birchall's paper, MacPherson (2005, p. 43) reflects on the value of revisiting the 'fundamentals' to "consider what, within the tradition, is particularly important today" (p. 44). What was also an attempt to "promote harmonisation within the co-operative sector" (Shaw, 2006, p. 3) has also raised much discussion and in some cases conflicting viewpoints. To quote Watkins (1986, pp. viii-ix):

Some Co-operators, convinced of the necessity of adjustment to a changing world, would wish to alter fundamentally the character and aims of the Movement, whereas others would want to resist any change whatever, because they fear the authority of the Principles may be diminished ... Neither of these extreme positions offers any hope of a solution, because they do not recognise the real problem, which is to ensure that the more Co-operation changes, the more it must remain the same thing — that it advances to a more complete, not a more restricted application of its Principles ... Each generation of Co-operators has to formulate its problems in its own terms and express its solutions in its own language.

Watkins's comment was published 20 years after he acted as rapporteur of the special commission that reported to the International Co-operative Alliance Congress on the 1966 modification of the co-operative principles, that had finally been agreed in 1937. Although stated prior to the 1995 Congress adoption of the ICA statement on co-operative identity, later enshrined in the 2002 International Labour Organisation Recommendation No. 193, it too remains relevant.

In 2015, the 1995 statement of identity and co-operative principles were revisited and developed in the production of the ICA Guidance Notes on the Co-operative Principles (ICA, 2015, 2017) and 2020 sees the twenty-fifth anniversary of the 1995 ICA statement (and the 125th anniversary of the ICA). If the Principles are open to re-interpretation and intentional evolution in the light of current events and experiences (as indeed the original Pioneers learned from their own and others' experiences of co-operatives and friendly societies), then it continues to be relevant to ask in what ways do co-operatives use the statement of co-operative identity and the utility of the 1995 operating principles for the future. As Shaw (2006, p. 5) points out "different versions of the core principles ... reflect different understandings of the nature of co-operatives and their vision". Or, is it becoming more evident as Wilson and MacLean (2012) found in their particular study of Scottish rural and island producer co-operatives, that while the social and economic benefits of co-operative enterprise are appreciated (in helping to maintain independent livelihoods), over time "the founding principles and values of co-operatives were not very visible or easy for ... members to articulate" (p. 537) or indeed implement (see also Oczkowski et al., 2013 who identify some of the empirical research on adherence to co-operative principles, as well as reporting on their own Australian research).

In the almost 25 years since the ICA Statement, much has changed. Social, financial, economic, and environmental crises lead many to argue the importance of co-operatives in addressing issues of sustainability and the complexity of social and economic inequalities, summed up by increasing use of Bennis and Nanus's (1985) acronym VUCA (volatility, uncertainty, complexity, ambiguity). If the New Economic Foundation's research into doubling the size of the co-operative sector by 2030 (Lawrence et al., 2018) is to be realised, then there are implications not only regarding legal and financial frameworks, capacity building, and inclusion of new organisation forms, but also with regard to foundational values and principles.

To develop this discourse, we invite submissions that look at co-operative values and principles both historically and with a contemporary and future focus. In this issue, we contribute to this process. In addition to Maddocks's paper that references Principle 7, this issue of the *Journal* features several short papers focusing on identity (Adderley) and the specific principles of open and voluntary membership (Adderley, Ridley-Duff), political and religious neutrality (Lonergan), and cash trading (Lonergan). The book review continues on the theme of future of work, sustainable development, and co-operatives with an overview of Roelants et al.'s (2019) edited book published as part of the 100th anniversary of the International Labour Organisation. First,

this extended editorial provides some background to the papers on co-operative principles and contribution of some of the *Journal* publications to discussion and examination of co-operative identity, values, and principles.

For many, the co-operative values and principles are the defining aspect of co-operatives over and above the legal structures that many organisations may adopt in order to carry out their activities. Yet legal structures also define the operating environment, regulate and protect, prohibit or limit certain types of behaviours. As recognised by Cole (1944), while organisations may profess devotion to the Rochdale principles, equally some cannot put them into practice in their entirety. As we know, the principles have been subject to merger, amendment, and deletion. Some have faded into the archives, such as some of the objects of the 1844 statements — self-supporting home colony of united interests and a temperance hotel (Fairburn 1994); others have changed with the times (e.g., cash payments). Furthermore, maintaining position in highly competitive markets requires business savvy but as noted by Watkins (1986), this may often be at the expense of managers being insufficiently grounded in Co-operative Principles to fully realise what has become another focal point for the movement — the co-operative competitive advantage.

In 1937, while agreeing that some principles were more vital than others, those seen as obligatory for membership of the ICA could not be seen as wholly mandatory. As alluded to above, this was, in part, because types of co-operative other than consumer societies could not necessarily uphold the principles in full; due also to the geopolitical context and events (Hilson, 2011). In practice, this resulted in differential use of principles and led to qualifications and caveats (Cole, 1944). Nevertheless, the next revision of the Principles at the 1966 Congress in Vienna dispensed with the distinction between obligatory and non-obligatory and declared that the agreed six principles should be applied universally and were to be observed by all 'genuine co-operatives' at all times (Watkins, 1986, p. 8).

As one might expect a main focus of commentators and researchers has been on democracy and democratic control. Reporting on research into democratic participation in a retail co-operative society and levels of activity between ordinary members and activists, Whitfield (1968) looked at reasons for joining their co-operative society. For activist members this was fairly evenly split across family/parental influence (25% of respondents); trading — with frequent mention of the dividend, financial advantage or commercial convenience (27.5%); the employment of the respondent or a relative (22.5%); and reference to the ideals and principles of co-operation (20%). For the Guild members, the majority were influenced by family and trade with only four per cent mentioning values and principles. For ordinary members, only one per cent mentioned co-operative values and principles as key factors in their joining the co-operative.

In the same year (1968), Georges Lasserre of the French Institute of Co-operative Studies launched a study of democracy in the French consumer co-operative movement. An initial observation was that the co-operative sector should be judged the same as other economic sectors that is, by its performance and its achievements and no longer by its principles (Watkins, 1968, p. 20), while at the same time pointing to democratic deficits in the movement and more markedly in consumer co-operative societies. Later, Rose (1970) too suggested that member interest was governed more by interest in the function of (retail) co-operatives (sociability, sense of community, education, economic advantage), rather than ideals. In a limited study carried out in Australia, Passey (2005) found that the most relevant motivation for co-operative membership was in undertaking activities with like-minded people (86%), while 42% said they were committed to co-operative ideals (p. 32). When looking at compliance with co-operative principles 5, 6 and 7 — the highest levels of compliance were in relation to concern for community.

In 1972, the *Society for Co-operative Studies Bulletin* reported on a working party to consider how the co-operative principles might best be promoted effectively to members and the wider public. As with the FCA definition mentioned earlier, the relationship between espoused

principles and implementation of said principles was in the demonstration of voluntary association, social ownership and democratic control, and distribution of trading benefits in accordance with member transactions. The importance of relating to wider national and international issues was also noted. Emphasis was placed on raising awareness through information leaflets and working with 'kindred organisations' (p.16). In a response to the article, as well as pointing to the need to recruit new cohorts of activists, Banks (1972) highlights the interdependence of principles and practice suggesting that a focus on principles can influence and improve both management and operations practice through active implementation or application of problem solving in relation to principles (seen a vital ingredient of training and education of co-operators).

In 1989, the *Journal* featured a series of short papers on co-operative principles and employment practices. In his paper on industrial democracy, Briscoe suggests it is "ironic that consumer co-ops, the champions of economic democracy, are often hesitant about giving a bigger say to their own workers" (1989, p. 25). He raises questions (and provides some answers) as to why consumer co-operatives have been reluctant to extend full membership rights to workers. As well as raising the idea of employee stock ownership schemes, Briscoe looks to Canada's examples of multistakeholder co-operatives — built on the experiences of hybrid co-operatives as part of the Mondragon group — which can "provide a degree of ownership and control to all the groups which have an interest in the organisation" (p. 26). In the same issue, Aspray (1989 — then chief executive of Norwest Co-operative Society) voices concerns about demographic changes and how to attract young people into co-operative employment. Aspray questions the role that societies play in the communities they serve, how they are perceived, and whether the co-operative movement and co-operative principles still hold meaning for young people. Burlton (1989 — the CEO of Oxford and Swindon Co-operative Society) also looks at whether co-operative societies can be the employers of choice given reductions in rewards and benefits in comparison to rival retailers, but points to employee participation in the democratic control of societies as part of the co-operative difference with a duty of care on societies to promote and encourage participation; he, like Banks before him, encourages vocational training for staff to "educate them for their role as co-operators" (p. 32). Later, at the 1992 conference of UKSCS, Burlton asked a series of questions that identified "the co-operative values as fuelling commitment to co-operation, as underpinning actions and providing an ethical approach as part of the 'co-operative spirit' or 'co-operative culture' which should inform and characterise relations between members, between members and their societies, and between co-operative societies and the community at large" (Butler, 1993, p. 2). He made a plea for co-operatives to be more co-operative and that while it may part of his responsibility to return a profit for the Society — that the means to this end was important — its achievement means more if done in ways that recognise and fulfil co-operative values.

Macmillan (1989 — then CEO, Scottish Midland Co-operative Society) focused on the principles of democracy, equality, and mutuality as underpinning the co-operative difference in the practice and promotion of customer care. Finally, in the 1989 issue, Tucker (then CEO, Ilkeston Consumer Co-operative society) makes a strong case for the continued relevance of co-operative principles and sets a challenge that belief and loyalty to principles (and indeed values) needs to be revived, albeit with some modifications:

... we should ask ourselves what the principles of Co-operation would be if we were starting the British Co-operative Movement in 1989 rather than in 1844. Clearly the open voluntary membership, democratic control and political and religious neutrality would have survived the test of time, but one has to ask where in the 19th century principles are the safeguards for equality of women's rights in employment and, except for a vague inference, where is the defence of the rights of ethnic minorities? (Tucker, 1989, pp. 36-37).

This kind of reflection, MacPherson claimed as part of the 1995 review, has become part of the "processes of renewal from which we gain a reinvigorated sense of purpose" (1995, p. 13). The issues raised were some of many identified through a survey of ICA member co-operative organisations as part of the review process. One of the tasks of the review was

to make the principles flexible enough to be applicable across different types of co-operatives, to be “active catalysts and not just regulatory maxims”, to emphasise the centrality of members (MacPherson, 1995, p. 20) and, as Bööck remarked, to be applicable to “most of the co-operatives to be formed during the next century” (1995, p. 40). By 2005, ten years after the ICA agreement, Birchall pointed to further work that needed to be carried out particularly in the ways in which values have been connected to principles and, crucially, the ways in which business practices have given expression to them (2005, p. 49; see also Birchall, 1997). A year later, in this *Journal*, Novkovic echoed this sentiment in stating that “the importance of the co-operative principles is obvious, their use in everyday business is less evident” citing case studies that illustrate gaps between co-operative values and co-operative management (2006, p. 5), and building on an earlier discussion regarding the potential business strategies in co-operative values and principles being under-used (Novkovic, 2004). In a later paper, Novkovic (2008) highlighted a growing tendency of co-operatives to apply co-operative principles and values “in the light of the successes of co-operatives who do that, and of the international spotlight on the corporate social responsibility and business ethics issues” (p. 2169). While Novkovic acknowledges that at that time there was limited documented evidence regarding adhering to principles and co-operative success, she argues that “principles of co-operation have the potential to guide strategies and practices that can be turned into a co-operative advantage” and as Banks (1972) put forward “that if adhered to co-operative principles can be seen to play an economic, managerial and social function” (p. 2171). See also Carruthers et al. (2009); Novkovic & Power (2005); Novkovic et al. (2012).

While many co-operatives include the co-operative principles on their websites or as part of their mission and values statements, researchers have noted that relatively few take them into account in their annual financial and non-financial reporting (Beaubien & Rixon, 2012; Hicks et al. 2007; see also Balkan’s 2014 paper on the visibility of co-operative principles on Canada’s largest co-operatives’ websites). Further, Beaubien and Rixon (2012) in focusing on the financial services sector, also query the extent to which co-operatives are developing strategies and systems that are in line with their identities. A concern they highlight is in adoption of investor-owned company benchmarking and performance measures, and if and to what extent this might impact of co-operative identity. Monaghan and Sadler (2013) looked at issues of alignment in a report sponsored by Co-operatives UK and Maddocks (2019a, 2019b) focuses on accountability, accounting, and reporting.

While there is continued research that shows the positive impact of co-operative principles on firm performance (see for example, Guzmán et al., 2019), others point to new or extended principles in light of changing practice and new co-operative models. In their research, Oczkowski et al. (2013) found participants readily put forward the need for new or modified principles. One highlighted a continuing issue — engagement and participation, pointing to the need for decisions be made at the lowest part of the organisation (p. 59) putting emphasis on inclusion and timely information to promote and facilitate informed decision-making. Overall, their study chimed with previous research, notably the work of Birchall in his 2005 review of the co-operative principles. In his article in *Co-operative News*, Bird (2015) called for an extension to the principles and points to Mondragon’s developed principles, particularly wage solidarity suggesting that additional principles or extensions to existing principles could include subsidiarity of capital to labour, fairness in remuneration (in reducing the gap between highest and lowest paid), commitment to co-operative development and support (financial or in kind) for start-ups.

As well as the celebration and reflection of the 1995 statement of identity, values and principles, in the 2020 vision of the Blueprint for a Co-operative Decade Mills & Davies (2013) outlined that while “the co-operative sector has a legitimate interest in seeking to protect the integrity of the ‘co-operative’ word so it is not misused” (p. 21), that the co-operative principles could be supplemented to link with regulatory frameworks and to take account of variations in jurisdictions and legal systems that also impacts on their application. This extended editorial has kept close to home in its consideration of co-operative principles focusing on some of the

discussions that have featured in past issues of the *Journal*. There are many more sector-specific, local and global considerations that could be taken account of in the years since the 1995 adoption, including Co-ops for 2030 (<https://www.coopsfor2030.coop/en/the-pledges>), the UN Interagency Task Force of Social and Solidarity Economy [TFSSE] 2014 position paper; and lessons learned — the past, present and future of co-operation.

To return to this issue. There is no attempt to cover each of the values and principles (see the Table on p. 33 for an overview of some of the variations and adaptations of the co-operative principles). Rather contributors were asked to choose a principle that had meaning for them and that they wanted to explore in relation to, for example, their steadfastness, the possible extensions and amendments going forward, the history and meaning of a principle in that chosen context, the renewed relevance of a principle previously abandoned, or, from personal reflection, in the words of the Rt. Hon. member for Wycombe (UK House of Commons debate, Hansard, June, 2019) — *I will never forget the moment when I fell in love with the principles and ideas of the co-operative and mutual movement ...* To reiterate — we invite submissions to join and extend this discussion; to consider the relevance of principles past and present to the future of co-operation. For example, focus on quality, unadulterated, and fair-priced goods finds new ground in continuing discussion on food security, transparency regarding ingredients, GM foods, sustainable supply chains and Fairtrade (as well as in the sustainable development goal 2 — <https://sdgs.un.org/goals>); new legal forms and co-ownership models, such as those mentioned in the book review later in this issue; issues raised and co-operative responses to modern slavery; workplace democracy; new and developing capital instruments to support the growth and development of new co-operatives; and in what ways can and do “co-operative values and principles ... provide many of the answers to the challenges we face in our society and across our world” (Rt. Hon member for Redcar, Hansard, 2019).

Dr. Jan Myers
Editor

References

- Aspray, R. G. (1989). Co-operative principles and employment practices – Views from the Bridge 1. *Journal of Co-operative Studies*, 66, 29-30.
- Balkan, D. (2014). Co-op identity 2.0: Do websites of Canadian co-operatives reflect the co-operative difference. *Journal of Co-operative Studies*, 47(1), 71-80.
- Banks, J. (1972). Projecting co-operative principles: Comments on the report. *Society of Co-operative Studies Bulletin*, 17, 18-20.
- Beaubien, L., & Rixon, D. (2012). Key performance indicators in co-operatives: Directions and principles. *Journal of Co-operative Studies*, 45(2), 5-15.
- Bennis, W., & Nanus, B. (1985). *Leaders: Strategies for taking charge*. Harper & Row.
- Birchall, J. (1997). Co-operative values and principles; A commentary. *Journal of Co-operative Studies*, 30(2), 42-69.
- Birchall, J. (2005). Co-operative principles ten years on. *Review of International Co-operation*, 98(2), 45-63.
- Bird, A. (2015, March 26). Time to extend the seven co-operative principles? *Co-operative News*. <https://www.thenews.coop/94300/sector/time-to-extend-the-seven-co-operative-principles/>
- Böök, S. A. (1995). The International Co-operative Research Forum. *Review of International Co-operation*, 88(4), 39-42.
- Briscoe, R. (1989). Co-operative principles and employment practices: Co-operative workers. *Journal of Co-operative Studies*, 66, 25-28.
- Burlton, R. H. (1989). Co-operative principles and employment practices — Views from the Bridge 2. *Journal of Co-operative Studies*, 66, 30-33.
- Butler, J. (1993). Co-operative values and structure. *Journal of Co-operative Studies*, 73, Supplement (Conference and AGM), 1-12.
- Carruthers, W., Crowell, E., & Novkovic, S. (2009). Co-operative principles: Guidance or hindrance for globalization of co-operative firms? (pp. 85-110). In D. Reed & J. J. McMurty (Eds.). *Co-operatives in a global economy: The challenges of co-operation across borders*. Cambridge Scholars Publishing.
- Cole, G. D. H. (1944). *A century of co-operation*. George Allen & Unwin Ltd.

- Education Executive Working Party (1972). Projecting co-operative principles. *Society of Co-operative Studies Bulletin*, 17, 12-17.
- Fairburn, B. (1994). *The meaning of Rochdale: The Rochdale Pioneers and the Co-operative Principles*. Occasional paper series. University of Saskatchewan Centre for the Study of Co-operatives.
- Financial Conduct Authority [FCA] (2015). *Guidance on the FCA's registration function under the Co-operative and Community Benefit Societies Act 2014. Finalised guidance 15/12*. FCA. <https://www.fca.org.uk/publication/finalised-guidance/fg15-12.pdf>
- Guzmán, C., Santos, F. J., & de la O. Barroso, M. (2019). Analysing links between co-operative principles, entrepreneurial orientation, and performance. *Small Business Economics*, 55, 1075-1089.
- Hansard (2019, June 27). Co-operative and mutual businesses. UK Parliament House of Commons Debate. Hansard Volume 662. <https://hansard.parliament.uk/commons/2019-06-27/debates/AD7E98F1-AEC4-433E-9220-3F23FEE3B7DB/Co-OperativeAndMutualBusinesses>
- Hicks, E., Maddocks, J., Robb, A., & Webb, T. (2007). Co-operative accountability and identity: An examination of reporting practices in Nova Scotia co-operatives. *Journal of Co-operative Studies*, 40(2), 4-16.
- Hilson, M. (2011). A consumers' international? The International Co-operative Alliance and cooperative internationalism 1918-1939: A Nordic perspective. *International Review of Social History*, 56, 203-233.
- International Co-operative Alliance [ICA] (2015). *Guidance Notes to the Co-operative Principles*. ICA. <https://www.ica.coop/sites/default/files/publication-files/ica-guidance-notes-en-310629900.pdf>
- International Co-operative Alliance [ICA] (2017, January 3). The guidance notes on the Co-operative Principles — Downloads, various languages (Webpage). https://www.ica.coop/en/media/library/research-and-reviews/guidance-notes-cooperative-principles?_ga=2.141207537.2105108590.1616509923-1758547943.1616509923
- Lawrence, M., Pendleton, A., & Mahmoud, S. (2018). Co-operative unleashed: Doubling the size of the UK's co-operative sector. New Economics Foundation. <https://neweconomics.org/uploads/files/co-ops-unleashed.pdf>
- MacMillan, G. (1989). Co-operative principles and employment practices — Views from the Bridge 3. *Journal of Co-operative Studies*, 66, 33-37.
- MacPherson, I. (1995). Co-operative principles — keynote presentation. *Review of International Co-operation*, 88(4), 13-25.
- MacPherson, I. (2005). Foreword to background paper. *Review of International Co-operation*, 98(2), 43-44.
- Maddocks, J. (2019a). Accounting for community benefit. *Journal of Co-operative Studies*, 53(2), 11-18.
- Maddocks, J. (2019b). Developing a co-operative accountability model. *Journal of Co-operative Studies*, 52(1), 13-19.
- Mills, C., & Davies, W. (2013). Blueprint for a co-operative decade. ICA. https://www.ica.coop/sites/default/files/publication-files/blueprint-for-a-co-operative-decade-english-1707281677.blueprint-for-a-co-operative-decade-english?_ga=2.210600789.1988632122.1616925063-1921355497.1616925063
- Monaghan, P., & Sadler, E. (2013). *Simply performance. A guide to creating member value by aligning co-operative strategy, performance measurement and reporting*. Co-operatives UK.
- Murray, A. (2015, July 2). The co-operative test: the most important principles of a co-op. *Co-operative News*. <https://www.thenews.coop/96026/topic/legal/co-operative-test-important-principles-co-op/>
- Novkovic, S. (2004). Turning goals into results. The power of co-operative principles — a reflection on Jim Collins's catalytic mechanism. *International Journal of Co-operative Management*, 1(2), 56-59.
- Novkovic, S., & Power, N. (2005). Agricultural and rural co-operative viability: A management strategy based on co-operatives principles and values. *Journal of Rural Cooperation*, 33(1), 67-78.
- Novkovic, S. (2006). Co-operative business: The role of co-operative principles and values. *Journal of Co-operative Studies*, 39(1), 5-15.
- Novkovic, S. (2008). Defining the co-operative difference. *Journal of Socio-Economics*, 37, 2168-2177
- Novkovic, S., Prokopowics, P., & Stocki, R. (2012). Staying true to co-operative identity: Diagnosing worker co-operatives for adherence to their values (pp. 23-50). In A. Bryson (Ed.). *Advances in the economic analysis of participatory and labor-managed firms*. Emerald group Publishing Limited.
- Oczkowski, E., Krivokapic-Skoko, B., & Plummer, K. (2013). The meaning, importance and practice of the co-operative principles: Qualitative evidence from the Australian co-operative sector. *Journal of Co-operative Organization and Management*, 1, 54-63.
- Passey, A. (2005). Co-operative principles as 'action recipes': What does their articulation mean for co-operative futures? *Journal of Co-operative Studies*, 38(1), 28-41.
- Rose, B. J. (1970). Guidelines on member participation and the need for research. *Society for Co-operative Studies Bulletin* 9, 21-24.
- Shaw, L. (2006, February 8). Overview of corporate governance issues for co-operatives [Discussion paper]. Global Corporate Governance Forum, London. <https://www.ifc.org/wps/wcm/connect/>

- dda84461-71cd-4a4a-a025-0e56d705da84/GCGF_Discussion_Paper_Corporate_Governance_Issues_for_Cooperatives_070108.pdf?MOD=AJPERES&CVID=jtCxmg-
- TFSSE (2014). Social and solidarity economy and the challenge of sustainable development. Position Paper. UN TFSSE. https://unsse.org/wp-content/uploads/2014/08/Position-Paper_TFSSE_Eng1.pdf
- Tucker, W. (1989). Co-operative principles and employment practices — Views from the Bridge 4. *Journal of Co-operative Studies*, 66, 35-37.
- Watkins, W. P. (1986). *Co-operative Principles: Today & Tomorrow*. Holyoake Books.
- Watkins, W. P. (1968). International Notes, *Society for Co-operative Studies Bulletin*, 4, 19-21.
- Whitfield, J. (1968). The active co-operator. *Society for Co-operative Studies Bulletin*, 4, 16-19.
- Wilson, F., & MacLean, D. (2012). The Big Society, values and co-operation. *Work, Employment and Society*. 26(3), 531-541.
- Zeuli, K. A. & Cropp, R. (2004). *Cooperatives: Principles and practices in the 21st century*. University of Wisconsin Extension.

See also:

- Journal of Co-operative Studies*, 1992 (issue 75, pp. 35-62) “Co-operative values in a changing world” for opinion pieces and responses to a summary interim report prepared by Sven Ake Böök for ICA Congress.
- Journal of Co-operative Studies*, 1994 (issue 82, pp. 4-22). “From values to principles” — for comments on the draft ICA statement on co-operative identity, values and principles.