

A POV on Workplace Democracy in Capitalist Economies: Socialist Democracy and Democratic Management of Private Firms under Socialist Market and Socialist-Oriented Market Economies.

A list of studies and articles from Brazil, Argentina, US, France, UK, Germany, Spain, China, Vietnam, Portugal, Nicaragua, Venezuela and many more.

List of Articles on Workers' Cooperatives in the US:

More U.S. businesses are becoming worker co-ops: Here's why:

<https://www.fastcompany.com/40572926/more-u-s-businesses-are-becoming-worker-co-ops-heres-why>

What has caused the number of US worker co-ops to nearly double?

Co-op News speaks to Esteban Kelly, executive director of the United States Federation of Worker Cooperatives

<https://www.thenews.coop/130862/sector/worker-coops/caused-number-us-worker-co-ops-n-early-double/>

Worker Cooperatives in the United States: A Historical Perspective and Contemporary Assessment:

<https://www.workerscontrol.net/authors/worker-cooperatives-united-states-historical-perspective-and-contemporary-assessment>

Examples of Worker Cooperatives:

<https://institute.coop/examples-worker-cooperatives>

Worker Cooperatives: State of the Sector

<https://medium.com/fifty-by-fifty/worker-cooperatives-state-of-the-sector-3bec0c38d46c>

US Federation of Worker Cooperatives

<https://neweconomy.net/organizations/us-federation-worker-cooperatives>

The End of Poverty: In Depth

cooperative sector, New York City is hoping to build on the group's success.

<https://www.yesmagazine.org/issue/poverty/2014/08/15/how-america-s-largest-worker-owned-co-op-lifts-people-out-of-poverty/>

Berkeley Sets the Bar for Municipal Support of Worker Cooperatives

https://www.theselc.org/berkeley_sets_the_bar_for_municipal_support_of_worker_cooperatives

Are Worker Cooperatives a Viable Way to Promote a More Equitable Economy?

<https://www.thesolutionsjournal.com/article/worker-cooperatives-viable-way-promote-equitable-economy/>

Business Ownership by Workers: Are Worker Cooperatives a Viable Option?

Georgeanne M. Artz, Younjun Kim

<https://core.ac.uk/download/pdf/6294741.pdf>

Increased Performance and Better Success Rates of Worker Co-ops in the US and Developed Capitalist Economies in Europe:

Participation and Productivity: A Comparison Of Worker

Cooperatives and Conventional Firms in the Plywood Industry

https://www.brookings.edu/wp-content/uploads/1995/01/1995_bpeamicro_craig.pdf

Worker Cooperatives Are More Productive Than Normal Companies

<https://www.thenation.com/article/archive/worker-cooperatives-are-more-productive-than-normal-companies/>

The Performance of Worker Cooperatives vs. Capitalist Firms

https://www.democracyatwork.info/the_performance_of_workercooperatives

*In this careful and robust examination of all of the evidence currently available, Virginie Pérotin, the leading expert on the economics of employee ownership and worker cooperatives, compares the performance of worker cooperatives to that of conventional capitalist firms.

One of the virtues of Pérotin's analysis is her key insights into the methods that should be used to compare these two types of firms. Rather than using the traditional measures of profits or return on investment, she focuses on productivity and firm survival.

On productivity, her analysis shows that,

contrary to popular thinking and to the pessimistic predictions of some theorists, solid, consistent evidence across countries, systems, and time periods shows that worker cooperatives are at least as productive as conventional firms, and more productive in some areas. The more participatory cooperatives are, the more productive they tend to be.

On the issue of survival, Pérotin shows that both of the main concerns about the institutional stability of worker cooperatives have solid solutions that have been adopted by a number of cooperatives around the world.

Furthermore, worker cooperatives are uniquely situated to weather changing market conditions—they “generally preserve jobs better.” This is because

employment in a labor-managed firm is not the same thing as employment in a conventional one. In a labor-managed firm, members participate in the decisions that affect their unemployment and income risks... [this] makes it possible for worker cooperatives to adjust pay rather than employment in response to demand shocks.

This is the opposite of how conventional firms respond—they reduce employment in response to adverse market conditions.

Link to the actual study is here (pdf)

The Performance of Workers' Cooperatives¹

Virginie Pérotin

https://d3n8a8pro7vhmx.cloudfront.net/democracyatwork/pages/1675/attachments/original/1494436936/performance_of_worker_coops_12.pdf?1494436936

Productivity in Cooperatives and Worker-owned enterprises: Makes a Difference!

<https://community-wealth.org/sites/clone.community-wealth.org/files/downloads/article-logue-yates.pdf>

Are cooperatives more productive than investor-owned firms? Cross-industry evidence from Portugal

Natália P. Monteiro Odd Rune Straumez June 2016

http://www1.eeg.uminho.pt/economia/nmonteiro/Coops_complete.pdf

WORKER COOPERATIVES: PATHWAYS TO SCALE

<https://www.society30.com/wp-content/uploads/2014/08/WorkerCoops-PathwaysToScale.pdf>

Corcoran and Wilson's study on success factors for the robust worker cooperative sectors in Spain (Mondragón), Northern Italy, and France identified the following common elements that transcended regional and other differences:

1. Sufficient capital accessible to worker co-ops;
2. Technical assistance provided in the startup phase;
3. A mandatory indivisible reserve for worker co-ops eligible for government support;
4. Significant federation and consortia structures that support, guide, direct, and help educate the worker cooperatives;
5. Significant concentrations by industry;
6. A strong sense of solidarity and inter-cooperation; and
7. Scale—a size and strength sufficient to enable the worker co-op movements to be taken seriously by governments, the broader cooperative sector, and others.

SUCCESS FACTORS IN WORKER CO-OP DEVELOPMENT

This country's most successful worker co-op development initiatives have overcome these barriers using some or all of the following success factors as their foundation. The worker co-op replication efforts with the strongest track records—CHCA, WAGES, and Arizmendi—have been achieved by organizations that know the industry they are working in

extremely well, have strong social entrepreneurs at the helm, and drive the development process for each new co-op for several years. Each of these initiatives has generated more full-time jobs than other co-op projects in their industries. Success factors from European worker co-ops, which inspired many U.S. initiatives, are embedded in many of these strategies and discussed explicitly in Section 5. Drawing on both U.S. and European lessons learned, six success factors rise to the top:

1. Ongoing Training and Cultivation of Cooperative Culture
2. Design for Business Success
3. Effective Long-Term Support
4. Patient Capital
5. Strong Management and Social Entrepreneurial Leadership
6. Good Governance

Productivity, Capital and Labor in Labor-Managed and Conventional Firms

Fathi Fakhfakh, Virginie Pérotin, Monica Gago

<https://halshs.archives-ouvertes.fr/halshs-00838518/document>

The paper compares the productivity of labor-managed and conventional firms using two new panel data sets covering several thousand firms from France, including representative samples of conventional firms and all worker cooperatives with 20 employees or more in manufacturing and services. We present Generalized Least Squares (GLS) and Generalized Moments Method (GMM) estimations of translog production functions industry by industry for cooperative and conventional firms and test for the equality of their total factor productivities. We also allow systematic differences in scale and technology to be determined by the ownership form. The translog specification, which allows returns to scale to vary with input levels, makes it possible to disentangle embodied incentive effects from systematic differences in scale due to under-investment in labor-managed firms. In the process, we also propose updated “stylized facts” about labor-managed firms in comparison with conventional firms.

Interestingly, three of the four studies of comparative productivity estimating production functions for matched samples of employee-owned and capitalist firms (Berman and Berman 1989, Estrin 1991 and Craig and Pencavel 1995) find no significant difference in total factor productivity between the two groups when they are constrained to have the same production function. The fourth (Jones 2007) finds differences that are not consistent across specifications and estimation methods. Using qualitative measures of performance and controlling for shop-floor participation, Bayo Moriones et al. (2003) do not find that worker cooperatives perform better or worse than conventional firms either, nor do they observe participation to have a greater effect in cooperatives.

The Data

We have assembled two new data sets from several sources. For cooperatives we use the data collected by the SCOP federation, CG-SCOP, on all French worker cooperatives in

1987-2004 (about 1,500 firms per year). For conventional firms we have access to different subsets of two surveys conducted annually by the French statistical office INSEE on firms with 20 employees or more--the Annual Enterprise Survey, which provides economic information on a stratified representative sample of about 12,000 firms, and the Structure of Employment Survey, which provides information on the occupational and gender distribution of the workforce of some 22,000 firms. For some years, we also have balance-sheets and selected accounts for 10,000 of the firms included in the Enterprise Survey. A number of SCOPs appear in both the INSEE and the CG- SCOP data sets, so that we were able to check in detail the consistency of the variable definitions and measurement across sources.¹⁵

Descriptive Statistics and Stylized Facts

Tables 1 and 2 present the mean values of the main variables and ratios for each of the data sets, with t-tests of the mean differences between cooperative and conventional firms. The representativeness of the conventional firm sample and availability of the appropriate weights for the first data set, together with the exhaustive cooperative sample (for firms with 20 employees or more) imply that comparisons using this data set should provide more reliable “stylized facts” than the comparisons presented in many earlier studies.¹⁷ Table 1 confirms that the size of worker cooperatives, as measured by their employment level, is not necessarily smaller than conventional firms’, even when the smallest firms, which are more common among conventional firms, are removed from the sample. While conventional firms are significantly larger in three industries, there is no significant difference between the two groups in two industries and cooperatives are actually larger on average than conventional firms in the remaining two industries. In Data Set 2 (Table 2) conventional firms are consistently larger than labor-managed ones, though this may be due to under-sampling of conventional firms with 20-29 employees. When size is measured by the level of capital, conventional firms are significantly larger in most industries in both data sets (Tables 1 and 2) though in two industries in Data Set 1 there is no significant difference between the two groups of firms. Capital intensity shows no significant difference between the two groups of firms in the majority of industries in both data sets (conventional firms are larger in all other industries).

The under-investment hypothesis is a dynamic question, as is the issue of the relative stability of employment levels in labor-managed firms. The bottom four lines of Tables 1 and 2 show the average annual percentage growth of fixed assets, capital intensity and employment for each group of firms in the two data sets respectively. In both data sets and in all industries, the growth of capital in SCOPs is the same as or higher than in conventional firms. Capital intensity grows faster among cooperatives in two industries in the first data set, but the differences are only weakly significant. In the other industries in Data Set 1, and in all industries in Data Set 2, there is no significant difference between the rates of growth of capital intensity in the two groups. This evidence is consistent neither with under-investment, nor really with capital starvation. Of the two industries in which capital intensity grows faster in cooperatives—a possible sign of capital starvation if it associated with lower capital intensity according to Berman and Berman (1989)—only one shows a significantly lower capital intensity among SCOPs.

New production and worker cooperatives and the employee buyout phenomenon

<https://www.euricse.eu/projects/new-production-and-worker-cooperatives-and-the-employee-buyout-phenomenon/>

Main results

The investigation into recuperated worker cooperatives has led to important theoretical reflections on the relevance of these organizations and the legal and socio-economic context that has supported their emergence and evolution. While the collaboration with CFI made it possible to monitor worker cooperatives that had requested funding for buyouts, it is also true (as shown by supplementary sources) that there are many other recuperated worker cooperatives that did not obtain funding and which are therefore not officially recorded in any register as being recuperated enterprises. Integrating different data sources made it possible to create an initial, albeit probably still incomplete, map of this phenomenon, and to evaluate the economic and financial situation of these organizations and their resilience. It was then possible to confirm the very recent emergence of many new recuperated worker cooperatives that are responding to the economic crisis and that have long-term survival rates close to 50%. These organizations were found all over Italy and in many different sectors.

- The administration of questionnaires and the collection of data from 25 worker cooperatives helped explore participatory governance mechanisms, innovation capacity, workers' motivations and management policies. To supplement the questionnaires, in-depth interviews were conducted with some representative worker cooperatives in order to better investigate the conversion process and their most recent evolutions.

European Confederation of Workers' Cooperatives, Social Cooperatives and Social and Participative Enterprises (CECOP-CICOPA Europe)

<https://lobbyfacts.eu/representative/bee5b87c03d844299bf367bd6958e59d/european-confederation-of-workers-cooperatives-social-cooperatives-and-social-and-participative-enterprises>

Fostering Worker Cooperatives with Blockchain Technology: Lessons from the Colony Project

Erasmus Law Review, Vol. 11, No. 3, 2018

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3356774

Abstract

In recent years, there has been growing policy support for expanding worker ownership of businesses in the European Union. Debates on stimulating worker ownership are a regular feature of discussions on the collaborative economy and the future of work, given anxieties regarding the reconfiguration of the nature of work and the decline of standardised employment contracts. Yet, worker ownership, in the form of labour-managed firms such as worker cooperatives, remains marginal. This article explains the appeal of worker cooperatives and examines the reasons why they continue to be relatively scarce. Taking its

cue from Henry Hansmann's hypothesis that organisational innovations can make worker ownership of firms viable in previously untenable circumstances, this article explores how organisational innovations, such as those embodied in the capital and governance structure of Decentralised (Autonomous) Organisations (D(A)Os), can potentially facilitate the growth of LMFs. It does so by undertaking a case study of a blockchain project, Colony, which seeks to create decentralised, self-organising companies where decision-making power derives from highquality work. For worker cooperatives, seeking to connect globally dispersed workers through an online workplace, Colony's proposed capital and governance structure, based on technological and game theoretic insight may offer useful lessons. Drawing from this pre-figurative structure, self imposed institutional rules may be deployed by worker cooperatives in their by-laws to avoid some of the main pitfalls associated with labour management and thereby, potentially, vitalise the formation of the cooperative form.

US Worker Cooperatives: A State of the Sector

Worker cooperatives have increasingly drawn attention from the media, policy makers and academics in recent years. Individual cooperatives across the country have been highlighted, and substantive studies have been conducted of the worker cooperative experience in other countries, including Spain, Italy, France, Canada and Argentina. But what do we know about worker cooperatives in the US as a whole? Given the limited data available, the Democracy at Work Institute conducted a national survey of worker cooperative firms to start to answer some basic questions and lay the groundwork for future longitudinal studies. To our knowledge, this is the first nationwide survey to solely target worker cooperatives. We used publicly available data to identify basic information about 256 worker cooperatives operating in the US in 2013 (due to lack of a central registry and recent rapid growth, this is likely an undercount). 109 of these cooperatives then submitted substantial responses to our survey questions. The data set represents a combination of these two sources. For each survey question the exact number of cooperatives with available data varies, as the response rate for each question differed. Below are some key questions addressed by their responses.

https://institute.coop/sites/default/files/resources/State_of_the_sector_0.pdf

Workplace Democracy in Europe, UK, US

Workers' Cooperatives and Democratic Governance:

https://siepr.stanford.edu/sites/default/files/publications/12-003_0.pdf

Trade Unions and Worker Cooperatives in Europe: A Win-Win Relationship: Maximizing Social and Economic Potential in Worker Cooperatives

<https://www.questia.com/library/journal/1P3-3287845211/trade-unions-and-worker-cooperatives-in-europe-a>

Europe in Transition: The Role of Social Cooperatives and Social Enterprises

https://www.euricse.eu/wp-content/uploads/2015/03/1405514708_n2553.pdf

*Abstract

The European social model has always been characterized by the active role played in the production of goods and services by a variety of organizations that differ both from private corporations and public institutions. These are private organizations that, while active on the market, typically pursue goals other than profit: their main purpose is not to generate financial gains for their owners or stakeholders but to provide goods and services either to their members or to the community at large. Traditionally, these organizations have been included in the concept of "social economy". This paper describes the role of social enterprises and social cooperatives as a type of economic, non-profit organization that is assuming an increasingly central role in Europe (as shown for example by the Social Business Initiative, recently launched by the European Commission), by contributing to its economic and social growth. More generally, the paper intends to reflect on the economic and social impacts of social enterprises and social cooperatives in local economies, while some final remarks conclude by identifying some lessons supplied by Italian social cooperatives on a broader scale.

Workplace Democracy in the 21st century:

https://d3n8a8pro7vhmx.cloudfront.net/broadbent/pages/5136/attachments/original/1466086133/Workplace_Democracy.pdf?1466086133

Workplace Democracy, Well-Being and Political Participation

https://www.research.manchester.ac.uk/portal/files/54586161/FULL_TEXT.PDF

Workplace Democracy: From a Democratic Ideal to a Managerial Tool and Back.

https://www.researchgate.net/publication/262182981_Workplace_Democracy_From_a_Democratic_Ideal_to_a_Managerial_Tool_and_Back

*Democratizing the Workplace Through Professionalization of Human Resource Development

International Journal of Training and Development, Vol. 10, pp. 67-82, March 2006

https://papers.ssrn.com/sol3/papers.cfm?abstract_id=887801 (Purchase \$45.00)

*This article critically examines democratizing the workplace through the professionalization of HRD. The primary question the article seeks to explore is to what extent can a democratic profession potentially minimize undemocratic workplaces. Drawing from several conceptual and research bodies of literature, including democracy and democratic workplaces, globalization and sociology of professions, this article describes democracy and how professions can enhance its growth.

Workplace Democracy Implies Economic Democracy

<https://onlinelibrary.wiley.com/doi/full/10.1111/josp.12275>

CECOP CICOPA Europe

European Confederation of Worker Cooperatives, Social cooperatives and social and participative enterprises

Green Paper:

“Modernising labour law to meet the challenges of the 21st century” European Consultation

https://ec.europa.eu/employment_social/labour_law/answers/documents/3_57_en.pdf

Workplace Democracy, Workers Participation studies from a Psychological or Anthropological Background:

Workplace democracy and psychological capital: a paradigm shift in workplace

https://www.researchgate.net/publication/326166406_Workplace_democracy_and_psychological_capital_a_paradigm_shift_in_workplace

Workforce participation : learning from the co-operative sector

http://shura.shu.ac.uk/10104/1/EMES_-_DeNormanville%2C_Wren_and_Ridley-Duff_%28Submission%29.pdf

EXPANDING CITIZENSHIP: WORKPLACE DEMOCRACY AND CIVIC ENGAGEMENT IN FOOD COOPERATIVES

<https://scholarworks.uvm.edu/cgi/viewcontent.cgi?article=1316&context=graddis>

Workplace Democracy Revisited: Labour and Practices of Participation, Workers' Control and Self-Management in Global Perspective. 54th ITH Conference (PDF in link)

<https://www.hsozkult.de/conferencereport/id/tagungsberichte-8135>

Semco & Freys:

A multiple-case study of workplace democracy

<https://www.diva-portal.org/smash/get/diva2:16517/FULLTEXT01.pdf>

Anthropology and Cooperatives From the Community Paradigm to the Ephemeral Association in Chiapas, Mexico

https://www.academia.edu/5107106/Anthropology_and_Cooperatives_From_the_Community_Paradigm_to_the_Ephemeral_Association_in_Chiapas_Mexico

The New Standards for Compiling Data on Cooperatives and How It Can Improve Evidence-based Policy Making in the Cooperative Sector (United Nations) really good shit

<https://www.un.org/development/desa/cooperatives/wp-content/uploads/sites/25/2019/04/Boychard-final.pdf>

Cultures of performance and reward in UK employee- owned business.

<http://shura.shu.ac.uk/23519/1/10760416.pdf>

The Evolution of Management in the Mondragon Cooperatives* Christina A. Clamp

<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.524.4372&rep=rep1&type=pdf>

Cooperative and Noncooperative Strategies for Small-scale Fisheries' Self-governance in the Globalization Era: Implications for Conservation

<https://ecologyandsociety.org/vol18/iss4/art38/ES-2013-5673.pdf>

Sapovadia, Vrajlal and Patel, Akash (2013): What Works for Workers' Cooperatives? An Empirical Research on Success & Failure of Indian Workers' Cooperatives. Published in: ILO Workshop, Geneva , Vol. 1, No. 1 (8 May 2013)

<https://mpira.ub.uni-muenchen.de/55225/>

Towards a Social Theory of the Firm: Worker Cooperatives Revisited

https://www.academia.edu/12488314/Towards_a_Social_Theory_of_the_Firm_Worker_Cooperatives_Revisited

Employee ownership and firm performance: a meta-analysis: Employee ownership: a meta-analysis

https://www.researchgate.net/publication/304459942_Employee_ownership_and_firm_performance_a_meta-analysis_Employee_ownership_a_meta-analysis

A study by Kruse and Blasi (1995) found that "meta-analyses favor an overall positive association between ESOPs [employee stock ownership programs] and for several cooperative features."

<https://www.nber.org/papers/w5277.pdf>

A Doucouliagos et al. (1995) study concluded the following: "Meta-analysis confirms that the sharing of profits in LMFs [labor-managed firms] is positively associated with productivity; $r = +0.26$ and the 95% confidence interval is strongly statistically significant... profit sharing in LMFs always has a positive association with productivity and that this association in LMFs is not moderated in any way..."

https://www.jstor.org/stable/pdf/2524912.pdf?casa_token=Fg50CLsvqq0AAAAA:EKdwq3GGSVYuHe_AwQk0GktcEsXEm1BAMS6Gt_lx7_s6efnU0hNtHY3HHn9odk-OTbT7eQltEjOgitTIXLtFHM9vK6K9uRDBTN6roNYbxV7n3u67g

A 2007 Freeman study had the following to say: "Quarrey and Rosen (1993) found significantly higher postadoption growth for ESOP companies that had participation groups and for ESOP companies in which management perceived higher worker influence (compared to both similar non-ESOP companies and to pre-adoption growth). The U.S. GAO

(1987) study found significant increases in productivity where the companies reported high levels of worker influence, but only when the companies reported an increase in employee voting rights or worker influence after adoption. In addition, Kardas (1994) and Kardas, et al. (1994) found higher sales and employment growth in participatory ESOP companies compared to non-participatory ESOP companies and non-ESOP companies."

They also discovered that "studies generally find (slightly) higher motivation in employee-owned firms."

Additionally, "The surprisingly large volume of research on ESOPs and employee ownership is overwhelmingly positive and largely credible."

https://repository.upenn.edu/cgi/viewcontent.cgi?article=1001&context=od_working_papers

A study by the Brookings Institute in 1995 documented the following: "The second class of findings relates to these production functions. Though the production functions of the mills may not be identical, there is not much to distinguish these types of firms in terms of overall production efficiency. What differences we have found imply that coops are more efficient than the principal conventional firms by between 6 and 14 percent (as suggested by the results reported in table 8)."

https://www.brookings.edu/wp-content/uploads/1995/01/1995_bpeamicro_craig.pdf

A 2011 Murray study found that "The 5-year survival rate of both operating and dissolved co-ops is 102 out of 155 co-ops (for which we have data) or 65.8%. This compares favourably to a 2008 Quebec study of survival rates of coops in that province of 64%. In contrast, Industry Canada figures show a 43% and 39% 5-year survival rate for conventional business start-ups in 1984 and 1993 respectively. In BC 1984 business start-ups experienced a 38% 5-year survival rate."

<https://auspace.athabascau.ca/bitstream/handle/2149/3133/BALTA%20A11%20Report%20-%20BC%20Co-op%20Survival.pdf?sequence=1&isAllowed=y>

A B. Roelants et al. (2012) study found: " In Spain, variations in numbers of worker cooperatives and of enterprises in general were similar until 2009 with a rapid fall in the number of enterprises and jobs. But, since 2010, worker cooperatives have showed a slowdown in the decrease in both indicators, and, moreover, a net increase in employment.

In France, where the effects of the economic crisis seem to be less severe than in Spain, after a level of stagnancy between 2007 and 2009, both worker cooperatives and enterprises in general have showed a tendency towards recovery. However, two points should be noted. Firstly, in spite of the slow rate of the increase, worker cooperatives never decreased in terms of the number of enterprises and jobs, except for a slight decrease in employment in 2009 only. Secondly, the slowdown in the increase, or zero increase in the worst situation, occurred one year later than in other types of enterprises. These observations from Spanish and French experiences seem to allow us to state that worker cooperatives and social cooperatives (which are included in the count of worker cooperatives in both countries) have been more resilient than conventional enterprises during the economic crisis."

http://www.cecop.coop/IMG/pdf/report_cecop_2012_en_web.pdf

A Blasi, Conte, Kruse (1996) review found that " There have been ten studies of U.S. ESOPs, most of which have employed panel data from public companies to examine productivity levels and growth before and after the adoption of ESOPs. Of the combined cross-sectional estimates (comparing ESOP and non-ESOP firms), 85% have indicated higher productivity for the ESOP firms, with 19% of these estimates significant at $p < .05$ and an average estimate of 6.2% higher productivity. Of the combined estimates of ESOP adoption (comparing pre- and post-adoption performance relative to non-adopters), 82% are positive and 17% are significant at $p < .05$, with an average estimate of 4.4% increased productivity following adoption."

<https://www.jstor.org/stable/pdf/2524389.pdf?refreqid=excelsior%3A73e4c0d490ac2a8039a581144698e39f>

A Borzaga, C., & Fazzi, L. (2014) concluded the following: "The social cooperatives that respond most to new social welfare needs according to the principles of justice and inclusion are those that maintain the most solid ties with civil society through governance models that involve a plurality of stakeholders. Through their more pluralist governance models and more communitarian networks of relations, these social cooperatives incorporate institutional and reputational incentives decisive for mitigating the risks that responses are adjusted to paying demand, and that concern for the needs of the most disadvantaged individuals is neglected. Moreover, compared with other social cooperatives, they are more often able to mobilize the resources of civil society in the form of donations, voluntary work, and social capital in order to respond to new social and healthcare needs. The main effect of the close relationship with civil society is that the professionalization necessary to furnish complex responses to the new needs does not induce the organization to dispense with protection of its workers' interests."

<https://sci-hub.tw/https://doi.org/10.1016/j.socscimed.2014.10.001>

A 2004 study by Antonio Thomas discovered that "With regard to the provision of social services, and compared to profit-making companies, SCs [social cooperatives] seem to be suitable vehicles for greater collective well-being through the delivery of lower-cost sources of productive input supply. Productivity being equal, these advantages derive from voluntary work, donations, and from statutory constraints. By virtue of these constraints, any problems arising in transactions where the trustee factor is essential or where there is betrayal of trust or an opportunistic behavior may thus be overcome at low cost."

<https://staging.community-wealth.org/sites/clone.community-wealth.org/files/downloads/article-thomas.pdf>

A Blasi, Kruse, Weltmann (2013) study concluded the following: " Our main result of interest is that ESOP companies have longer survival rates than non-ESOP companies. They are less likely to disappear whether disappearance is measured as bankruptcy or closure, or more broadly to include mergers, acquisitions, or other reasons. Mere survival is of course not necessarily an indicator of success, since poorly performing companies may continue due to management entrenchment, and the economy may be better off if the resources were allocated elsewhere. Both prior evidence and findings from this study, however, indicate that employee ownership is associated with better performance on average, so entrenchment is unlikely to explain the longer survival."

https://www.researchgate.net/profile/Dan_Weltmann/publication/286471693_Firm_survival_and_performance_in_privately_held_ESOP_companies/links/584ef5bd08aeb989252cb1a1.pdf

A Park, Kruse, Sesil (2004) found that "Productivity improves by an extra 4-5% on average in the year an ESOP is adopted, and the higher productivity level is maintained in subsequent years. This one-time jump is more than twice the average annual productivity growth of the U.S. economy over the past 20 years."

Moreover, they found that "In addition, productivity is found to be positively related to some measures of employee ownership, consistent with some but not all prior studies (reviewed in Kruse, 2002; Kruse & Blasi, 1997). "

https://smlr.rutgers.edu/sites/default/files/documents/faculty_staff_docs/does%20employee%20ownership%20enhance%20firm%20survival.pdf

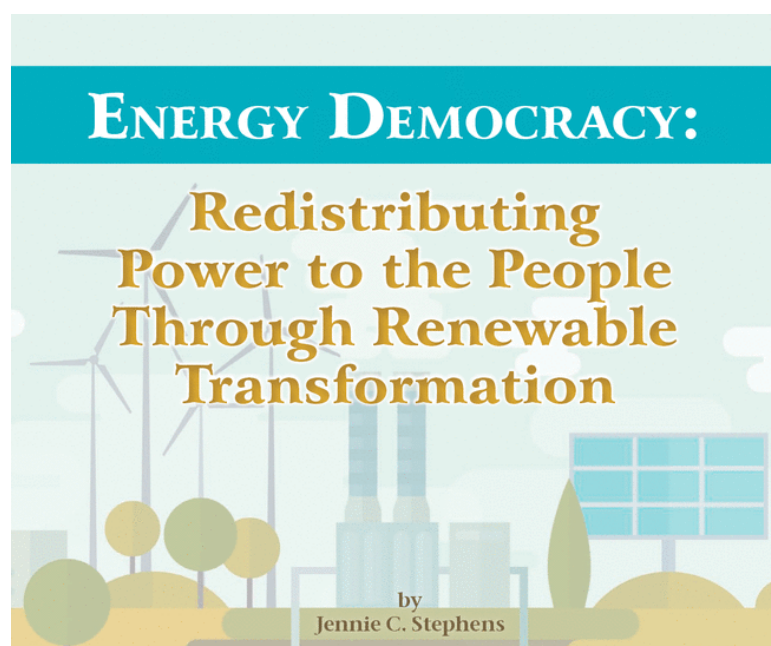
A Winther and Marens (1997) study found that "Looking at organizational democracy, cooperatives or employee ownership as embryonic 'third-way' structures within capitalist market economies, virtually all research points to higher productivity rates or better performance indicators than for ordinary firms."

Statistical Evidence on the Role of Energy Cooperatives for the Energy Transition in European Countries

https://res.mdpi.com/d_attachment/sustainability/sustainability-10-03339/article_deploy/sustainability-10-03339.pdf

Energy Democracy: Redistributing Power to the People Through Renewable Transformation

<https://www.tandfonline.com/doi/full/10.1080/00139157.2019.1564212>



As the expansion of renewable energy accelerates, the transformative potential of moving away from fossil fuel reliance is becoming increasingly clear. Around the world, individuals, communities, organizations, cities, states, and countries are recognizing that renewable energy offers much more than just reliable clean electricity, pollution reductions, and climate mitigation. In addition to these environmental benefits, the renewable energy revolution also provides potential to transform society by redistributing jobs, wealth, health, and political power more equitably.

Energy democracy is a growing social movement that prioritizes this potential for redistributing power to the people through renewable transformation. Energy democracy acknowledges how fossil-fuel-based energy systems and the associated massive corporate profits of large multinational energy companies have perpetuated inequities, exacerbated disparate vulnerabilities, and promoted widespread injustices among and within communities around the world. By highlighting the negative societal impacts of fossil-fuel-based concentration of power and wealth, the principles of energy democracy connect energy system change with an associ-

ated transformation toward a more socially just and equal society.¹

Energy democracy recognizes that replacing fossil-fuel-based infrastructure with renewables is much more than a technological substitution; the social changes associated with this transition could be transformative. Energy democracy focuses on harnessing this progressive social change potential by embracing a vision of more distributed, locally based energy systems with a regionally appropriate mix of different renewable sources satisfying 100% of society's energy needs.

Whether the renewable energy transition delivers on this potential of re-

Energy Cooperatives in Denmark, Germany and Sweden - a Transaction Cost Approach

<https://pdfs.semanticscholar.org/32f3/3b7cd312e1b730968e9af9f28cd6310dc6a7.pdf>

Berlin's electricity distribution grid: an urban energy transition in a national regulatory context

<https://www.tandfonline.com/doi/full/10.1080/09537325.2016.1182629>

Workers' Cooperatives in Latin America:

Workers' cooperatives in Argentina: The Self-administered Workers' Association

https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---actrav/documents/meetingdocument/wcms_234167.pdf

How Recovered Businesses are Building a Solidarity Economy (Argentina Coop Networks)

<https://geo.coop/story/workers-cooperatives-thrive-argentina>

The co-ops of Argentina are fascinating, although they'd probably prefer not to be.

<http://www.mcdcmadison.org/2019/04/23/for-worker-co-ops-in-argentina-the-struggle-goes-on/>

Argentine Worker Cooperatives in Civil Society: A Challenge to Capital-Labor Relations

https://www.researchgate.net/publication/227669256_Argentine_Worker_Cooperatives_in_Civil_Society_A_Challenge_to_Capital-Labor_Relations

The role of Brazilian cooperatives in the country's economy

6 October 2010

<https://www.aciamerica.coop/The-role-of-Brazilian-cooperatives>

Solidarity economy and agricultural cooperatives:

The experience of the Brazilian Landless Rural Workers Movement

<https://foodsystemsjournal.org/index.php/fsj/article/download/271/255/0>

Venezuela's Crisis: A View from the Communes

<https://venezuelanalysis.com/analysis/14478>

Venezuela's Communes: A Great Social Achievement

<https://venezuelanalysis.com/analysis/13520>

Communes and Workers' Control in Venezuela

Building 21st Century Socialism from Below

Series:

Historical Materialism Book Series, Volume: 133

Author: Dario N. Azzellini

<https://brill.com/view/title/32089?language=en>

In *Communes and Workers' Control in Venezuela: Building 21st Century Socialism from Below*, Dario Azzellini offers an account of the Bolivarian Revolution from below. While authors on Venezuela commonly concentrate on former president Hugo Chávez and government politics, this book shows how workers, peasants and the poor in urban communities engage in building 21st century socialism through popular movements, communal councils, communes and fighting for workers' control. In a relationship of cooperation and conflict with the state, social transformation is approached on 'two tracks', from below and from above. Azzellini's fascinating account stands out because of the extensive empirical examples and original voices from movements, communal councils, communes and workers.

Venezuela: Farmers Resist Economic Blockade by Increasing Food Production

<https://www.telesurenglish.net/analysis/Venezuela-Farmers-Resist-Economic-Blockade-by-Increasing-Food-Production--20200210-0024.html>

Socialist Cuba's Successful Collective & Cooperative Models on Agroecology and Organic Agriculture Systems and Non-Agricultural Services

Implementing system change through Agroecology: The Cuban experience

<https://www.foei.org/news/system-change-agroecology-cuba>

Agricultural Production Cooperatives in Cuba: Toward Sustainability

https://www.ascecuba.org/asce_proceedings/agricultural-production-cooperatives-in-cuba-toward-sustainability/

Cuba's cooperative farms break new ground in production

<https://www.peoplesworld.org/article/cuba-s-cooperative-farms-break-new-ground-in-production/>

Beyond the "special period": land reform, supermarkets and the prospects for peasant-driven food sovereignty in post-socialist Cuba (2008–2017)

<https://www.tandfonline.com/doi/full/10.1080/02255189.2019.1632174>

The road to restoration: Cuba's modern farming revolution

<https://www.unenvironment.org/news-and-stories/story/road-restoration-cubas-modern-farming-revolution>

Cuban agriculture at a glance

<https://www.farmanddairy.com/news/cuban-agriculture-at-a-glance/372416.html>

Cooperatives are everywhere. But they might not be co-ops as we think of co-ops. The early co-ops after the 1959 Revolution varied — in some, members have a collective voice in cooperative affairs; in others, members were only advisers; and in many, the administrator had absolute authority. Basically, they served as employers of farm workers (laborers), and were run as state farms by the central government. Today, co-ops still depend on subsidies, and depend on the government for seeds, fertility inputs, credit and machinery.

Local organizations/unions are a big deal: National Association of Small Scale Farmers (ANAP, Asociación Nacional de Agricultores Pequeños), for example, is a local, grassroots organization, or union, of individual farmers or “peasants,” who are also typically members of production cooperatives. These small-scale farmers, according to one source, control only 25 percent of Cuba’s farmland, yet produce more than 65 percent of the country’s food.

Cuba Agroecology Grassroots Movement. report

<http://www.fao.org/3/a-bl991e.pdf>

Non-agricultural cooperatives in Cuba:

A new way to unleash the forces of production?

DR. C. YAILENIS MULET CONCEPCION

<http://cubastudygroup.org/wp-content/uploads/2019/03/From-the-Island-22.pdf>

The establishment of urban cooperatives is a special response to the following guidelines for economic and social policy adopted by the Sixth Congress of the Cuban Communist Party:

- Guideline 02: “The management model recognizes and encourages socialist state-owned enterprises, which are the primary structure of the national economy, but also the foreign investment entities stipulated by law (e.g., joint ventures and international association contracts), cooperatives, small farming, usufruct, franchising, self-employment and other economic entities that may altogether contribute to increased efficiency.”

- Guideline 25: “Grade 1 cooperatives shall be established as a socialist form of joint ownership in various sectors. A cooperative is a business organization that owns its estate and represents a distinct legal entity. Its members are individuals who contribute assets or labor, and its purpose is to supply useful goods and services to society, and its costs are covered with its own income.”

Cooperatives may be established by natural persons, self-employed or salaried workers, and state-run organizations which decide to change the management structure of their entity to that of a cooperative.¹

Farmers' cooperatives increase food security in Cuba

<https://www.undp.org/content/undp/en/home/ourwork/ourstories/in-cuba--farmers-cooperatives-increase-food-security-and-product.html>



Yudiel Mojena Guerra has been able to increase his farm's output as part of a project to improve food security in Cuba. (Photo: UNDP in Cuba)

Highlights

Cuba imports a large portion of its food – 80 percent in 2009 – and a new programme is helping local farmers increase domestic production.

More than 13,200 new farmers (14 percent women) and 366 cooperatives (6 percent of total) in different parts of Cuba have received agricultural equipment and training through this programme.

The cooperatives have been able to increase production of basic food products, such as milk, grains, fruits and tubers. In 2011 alone, this increased production replaced more than US \$15 million worth of food imports.

Fishery cooperatives in Cuba: Potential benefits, legal feasibility, and governance pre-conditions

https://www.researchgate.net/publication/260011909_Fishery_cooperatives_in_Cuba_Potential_benefits_legal_feasibility_and_governance_pre-conditions

The Concept of Farm Cooperatives in Agroecology: The Case of Cuba and Food System Sustainability in Transition

<https://aag.secure-abstracts.com/AAG%20Annual%20Meeting%202019/abstracts-gallery/22587>

Cuba Has Almost 400 Private Cooperatives Five Years After Their Authorization

<https://translatingcuba.com/cuba-has-almost-400-private-cooperatives-five-years-after-their-authorization-eft-14ymedio/>

At present, 62% (248) of the private cooperatives operate in the areas of commerce, gastronomy, technical and professional services; 17.4% (69) in construction; and 8.5% (33) work in the industrial branch, according to data cited by the official.

Cuba closed the year 2016 with more than 535,000 private or non-state registered workers, according to the latest data released by the Ministry of Labor and Social Security

Cuba: New standards for Non-Agricultural Cooperatives

<http://www.canalcaribe.icrt.cu/en/cuba-new-standards-for-non-agricultural-cooperatives/>

Vietnam: An Example of Growing a New Modern Collective Model

Sector: Agriculture - About: agriculture , Agriterria , cooperatives , sustainability , Vietnam

502. Vietnam Cooperative Development Plan

<https://stories.coop/stories/vietnam-cooperative-development-plan/>

Enabling legal framework for cooperatives' development needed

<https://customsnews.vn/enabling-legal-framework-for-cooperatives-development-needed-10454.html>

Strengthening agricultural cooperatives in Viet Nam

https://www.ilo.org/global/topics/cooperatives/events/WCMS_546587/lang--en/index.htm

PRO-POOR POLICY OPTIONS / VIETNAM:

THE CASE FOR AGRICULTURAL COOPERATIVE PROMOTION

<http://www.fao.org/3/a-bo570e.pdf>

HCM City seeks to develop 50 new co-operatives this year

<https://vietnamnews.vn/economy/518449/hcm-city-seeks-to-develop-50-new-co-operatives-this-year.html>

Vietnam government pledges co-op revolution to boost national development

<https://www.thenews.coop/118619/topic/development/vietnam-government-pledges-co-op-revolution-boost-national-development/>

The Need for High-Tech Farming in Vietnam

In the last decade, only 29 agricultural production zones and 20 firms have used technology in their production process in Vietnam. Most of these entities are in Bac Ninh, Lam Dong, HCM City, Vinh Phuc, Thai Nguyen, and Mekong Delta. These regions also lead in terms of high-tech agricultural cooperatives.

As of January 2017, there are around 12,000 agricultural cooperatives in Vietnam, with only 193 being high-tech cooperatives. Around 85 percent of these focus on plantation and forestry, while nine percent and six percent focus on animal husbandry and aquaculture respectively. Around two-thirds of the country's 63 provinces and cities have established high-tech cooperatives, with Central Highlands and Mekong Delta leading with 57 and 35 cooperatives respectively. Lam Dong and Long An lead amongst provinces, at 36 and 14 cooperatives respectively.

<https://www.vietnam-briefing.com/news/need-high-tech-farming-vietnam.html/>

Improving cooperative management qualifications in Vietnam

<https://www.google.co.uk/amp/amp.tapchicongthuong.vn/bai-viet/improving-cooperative-management-qualifications-in-vietnam-21257.htm>

Vietnam has more than 20,000 cooperatives with more than 13.5 million member. Even though GDP generated from cooperatives increased to 6.5% in 2016, there are only 35% of cooperatives are active, the rest are still struggle to survive. At the conference on July 2016, VCAs president also admitted that one the weaknesses of Vietnamese cooperatives at the moment is management qualifications and he called for help from international organizations to support in both managerial and financial aspects. In this article, author will analysis challenges in education aspect and suggested solutions that would help to improve management qualifications.

Non-agricultural collective economy develops remarkably

<https://dbav.org.vn/non-agricultural-collective-economy-develops-remarkably/>

According to Nguyen Van Thinh, Vice President of the Vietnam Cooperative Alliance (VCA), as of late 2018, Vietnam had 64,081 cooperative groups, 8,744 cooperatives and 21 cooperative unions in the non-agricultural sector, doubling the figures in 2003 and making up 39% of the total number of cooperatives in the national economy.

Performance of cooperative economy improving in Vietnam

<https://www.agroberichtenbuitenland.nl/actueel/nieuws/2019/10/15/performance-of-cooperative-economy-improving>

Hanoi upgrades cooperatives

VEN) - The Hanoi People's Committee recently issued a plan to promote a cooperative development support program for the 2019-2020 period.

<http://ven.vn/hanoi-upgrades-cooperatives-36365.html>

Hanoi expects that by the end of 2020, 80-90 percent of its cooperatives will show good results and there will be no inefficient cooperatives; 80 percent of cooperative managers will be trained, with college/university graduates to account for 60 percent. Mergers between specialized cooperatives operating in the same fields will be encouraged.

Hanoi will enhance the efficiency of cooperatives by helping them strengthen organizational and management capabilities, train human resources, organize trade promotion activities and upgrade manufacturing and processing facilities. The dissemination of laws, regulations and policies pertaining to cooperative development will be intensified.

Reinforcing intercooperation between Argentinian cooperatives and the cooperative movement in India and Vietnam

<https://www.ica.coop/en/newsroom/news/reinforcing-intercooperation-between-argentinian-cooperatives-and-cooperative>

Other Links on Asian Cooperatives:

Laos Utilises Cooperatives to Support Agricultural Growth

<https://www.google.co.uk/amp/s/laotiantimes.com/2016/12/16/laos-utilises-cooperatives-support-agricultural-growth/%3famp>

Managing the transition from farmers' groups to agricultural cooperatives in Lao PDR

<https://cgspace.cgiar.org/handle/10568/20903>

Indian Cooperative Movement

<http://www.indiancooperative.com>

Hope you all have a wonderful day!