

The Madison Principles

1. **Declare Conflicts of Interest:** Cooperative developer subscribe to the highest level of ethics and shall declare any conflict of interest, real or perceived, so that they can be a credible source of objective feedback and an articulate advocate of the project as needed.
2. **Develop Co-ops Using Proven Models:** There are essential development steps that must be taken in a critical path to success.
3. **Facilitate the Goals of the Steering Committee:** An enthusiastic group of local, trustworthy leaders is a prerequisite for providing technical assistance. The effective cooperative developer nurtures that leadership by helping them shape a vision that will unite members and provide ongoing training.
4. **Use a Market Driven Approach:** Cooperatives only work when they are market driven; the cooperative developer works to ensure that accurate market projections precede other development steps.
5. **Acknowledge the Importance of Member Involvement:** Member control through a democratic process is essential for success. Success also depends on the commitment of the members' time, financial resources and loyalty to the cooperative.
6. **Seek Tangible Benefits:** There must be tangible benefits for members.
7. **Steer Toward Revenue Generation:** The cooperative's products and services must generate sufficient revenue so the effort can be financially self-sustaining. Provisions must be made to share any surplus equitably.
8. **Honor Diversity:** Each cooperative responds to its unique economic, social and cultural context; as a consequence, each cooperative is different.
9. **Make Co-op to Co-op Connections:** Cooperative developers link emerging cooperatives with established cooperatives to facilitate mutual communication and learning.
10. **Promote Social and Economic Empowerment:** Cooperatives are tools for development and promote social empowerment and economic goals.
11. **Understand that Cooperatives Work Everywhere:** Applied appropriately, cooperatives have value to all population groups and for all businesses and services in the public and private sectors.
12. **Our Vision of the Cooperative Community Is Global:** Opportunities for human cooperation exist throughout the world. Cooperative development transcends national boundaries.