

CECOP Strategic plan 2021-2025

Approved during the online Congress 8 June 2021

- **CECOP's vision:**

CECOP works to create a supportive environment for cooperatives, so that they can operate to their full strength and fulfil their mission of providing sustainable jobs and high-quality services to communities. Our aim is to build a stronger and fairer Europe, working through cooperatives to bring democracy and solidarity to the workplace, sustainable economic growth, and social cohesion.

- **CECOP's mission:**

CECOP's mission is described in the Art.2 of the statutes and presents a series of objectives to be achieved.

CECOP's objectives are prioritised as follows¹:

1. Represents its members and its entrepreneurial development model towards the European Union Institutions and towards the European organizations representing enterprises, cooperatives, and social economy enterprises.
2. The development of workers' cooperatives, social cooperatives and all the other forms of social enterprises characterized by a majority participation of the workers to the management and ownership of the enterprise, as well as any other type of cooperatives in conformity with art. 1.3. of the CICOPA rules and with the definition of CICOPA mentioned in Art. 34 of the ICA byelaws within the European geographical area as defined by the Council of Europe.
3. Ensures European information and legal watch for its members.
4. Develops European political actions and projects with and for its members.

¹ Ranked in order of importance according to members

5. It sets itself the goal to attain its objectives through training, information, advice, research, coordination of networks, among others.
6. Works in favor of the development of quality employment.
7. Has a mandate for social dialogue within the framework of articles 138 and 139 of the Treaty of the European Union.
8. Works in favor of social inclusion of disadvantaged people at a European level.

- **Challenges during the 2021 – 2025 period**

External challenges	Internal challenges
Cooperatives resilience to and recovery from the effects of the COVID-19 pandemic crisis	Member's engagement in CECOP
Access to capital for cooperatives	Democratic governance in cooperatives
Green transition for cooperatives	Women underrepresentation in cooperatives' management
Youth engagement in cooperatives	Rigidity of CECOP's membership rules for small organizations with limited resources
Digital transition for cooperatives	Sectoral representation within and collaboration with Cooperatives Europe
Democracy at the workplace	Stagnation of membership in CECOP
The rise in non-standard employment	CECOP representation inside Social Economy Europe
Platform cooperatives	CECOP's financial sustainability
Privatization of services of general interest	
Internationalization of cooperatives	
Deindustrialization across Europe	
Poverty and social exclusion	

- **Strategic orientation for 2021 – 2025**

The Strategic Plan presents three strategic pillars:

1. **Enabling environment for EU policies and legislation favorable to worker and social cooperatives:** CECOP will advocate for a better recognition of worker and social cooperatives inside EU policies and regulatory frameworks using an horizontal approach, meaning asking for specific actions for cooperatives and social economy enterprises while, in parallel, promoting worker and social cooperatives in other EU policies (such as SME or Industry strategy, etc.); enhance synergies and joint actions with European cooperative organizations, social economy organizations and other partners; keep members informed about EU policies and initiatives.
2. **Increasing visibility for worker and social cooperatives:** CECOP will promote worker and social cooperatives and their specific entrepreneurial model as answer to some of the current challenges; work to raise its profile among EU institutions, European cooperative organizations, and other partners; follow and produce knowledge about latest developments and trends among worker and social cooperatives.
3. **Building a strong and democratically led network:** CECOP will provide conditions for greater members involvement in the network; enhance peer-learning; work to ensure its sustainability through financial stability and by enlarging its membership.

Strategic pillar	Priority actions ²		Challenge
Enabling environment for EU policies and legislation favorable to worker and social cooperatives	Collaboration and joint efforts with	EU networks representing social economy organizations (through Social Economy Europe)	- CECOP representation inside Social Economy Europe
		Cooperatives Europe	- Sectoral representation inside and collaboration with Cooperatives Europe
		EU networks representing SMEs	
		European sectoral cooperative organizations (EUROCOOP, COGECA, EACB, etc.)	
		European Trade Unions Confederations (ETUC)	- Democracy at the workplace

² Priority actions are ranked in order of importance according to members

		EU social NGOs (through Social Platform)	<ul style="list-style-type: none"> - Privatization of services of general interest - Poverty and social exclusion - Democracy at the workplace
	Advocacy for	The recognition of cooperative employment as quality employment in EU policies	<ul style="list-style-type: none"> - Democracy at the workplace - The rise in non-standard employment - Platform cooperatives - Deindustrialization across Europe - Youth engagement in cooperatives - Poverty and social exclusion
		EU SMEs policies favorable to cooperatives	<ul style="list-style-type: none"> - Cooperatives resilience to and recovery from the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives - Green transition for cooperatives - Digital transition for cooperatives - Internationalization of cooperatives - Deindustrialization across Europe
		EU industrial policy favorable for cooperatives	<ul style="list-style-type: none"> - Cooperatives resilience to and recovery from the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives - Green transition for cooperatives - Digital transition for cooperatives - Internationalization of cooperatives - Deindustrialization across Europe
		Favorable EU framework for social economy	
		The recognition of social cooperatives contribution for the inclusion of disadvantaged groups	<ul style="list-style-type: none"> - Poverty and social exclusion - Privatization of services of general interest - Youth engagement in cooperatives
		Taking part in the EU Social Dialogue	<ul style="list-style-type: none"> - Democracy at the workplace
EU Agenda	Access to finances for worker and social cooperatives	<ul style="list-style-type: none"> - Access to capital for cooperatives 	

		SME strategy	<ul style="list-style-type: none"> - Cooperatives resilience to and recovery from the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives - Green transition for cooperatives - Digital transition for cooperatives - Internationalization of cooperatives - Deindustrialization across Europe
		Digital transition for enterprises	<ul style="list-style-type: none"> - Digital transition for cooperatives
		Implementation of the European Social Economy Action Plan	<ul style="list-style-type: none"> - CECOP representation inside Social Economy Europe
		Next Generation EU	<ul style="list-style-type: none"> - Cooperatives resilience to and recovery from the effects of the COVID-19 pandemic crisis
		Industry Strategy	<ul style="list-style-type: none"> - Cooperatives resilience to and recovery from the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives - Green transition for cooperatives - Digital transition for cooperatives - Internationalization of cooperatives - Deindustrialization across Europe
		Implementation of the European Pillar of Social Rights	<ul style="list-style-type: none"> - Democracy at the workplace - The rise in non-standard employment - Privatization of services of general interest - Poverty and social exclusion
		Skills agenda	<ul style="list-style-type: none"> - Green transition for cooperatives - Digital transition for cooperatives - Democracy at the workplace
		Green transition for enterprises	<ul style="list-style-type: none"> - Green transition for cooperatives
		Business transfers	<ul style="list-style-type: none"> - Deindustrialization across Europe

			<ul style="list-style-type: none"> - Cooperatives resilience to and recovery form the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives - Democracy at the workplace
		EU platform work initiative	<ul style="list-style-type: none"> - Platform cooperatives - The rise in non-standard employment
		State Aid	<ul style="list-style-type: none"> - Cooperatives resilience to and recovery form the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives
		Disability Strategy	<ul style="list-style-type: none"> - Poverty and social exclusion
Increasing visibility for worker and social cooperatives	Raise CECOP's profile	Among EU institutions	
		Inside European and international cooperative movement	<ul style="list-style-type: none"> - Sectoral representation inside and collaboration with Cooperatives Europe
		Among non-institutional policy makers (Social Economy Europe, Social Platform, ETUC, etc)	<ul style="list-style-type: none"> - CECOP representation inside Social Economy Europe
	Produce knowledge about	About latest trends among worker and social cooperatives	
	Promote	Cooperative platforms	<ul style="list-style-type: none"> - Platform cooperatives - The rise in non-standard employment
		Worker ownership	<ul style="list-style-type: none"> - Democracy at the workplace
Worker buyouts		<ul style="list-style-type: none"> - Deindustrialization across Europe - Cooperatives resilience to and recovery form the effects of the COVID-19 pandemic crisis - Access to capital for cooperatives - Democracy at the workplace 	
Building a strong and democratically led network		Increase participation of members in the network	<ul style="list-style-type: none"> - Member's engagement in CECOP
		Ensure financial sustainability of the network	<ul style="list-style-type: none"> - CECOP's financial sustainability - Member's engagement in CECOP - Stagnation of membership in CECOP
		Facilitate peer-learning among members	<ul style="list-style-type: none"> - Member's engagement in CECOP

			<ul style="list-style-type: none"> - Democratic governance in cooperatives - Women underrepresentation in cooperatives' management
		Attract organizations representing worker owned cooperatives other than worker cooperatives	<ul style="list-style-type: none"> - Stagnation of membership in CECOP - Rigidity of CECOP's membership rules for small organizations with limited resources
		Increase membership geographical coverage	- Stagnation of membership in CECOP
		Build capacity of members organizations	- Member's engagement in CECOP
		Attract small organizations with limited resources	<ul style="list-style-type: none"> - Stagnation of membership in CECOP - Rigidity of CECOP's membership rules for small organizations with limited resources
		Help create federations or organizations for cooperatives in industry and services in countries where they do not exist	- Stagnation of membership in CECOP