Module 1: European Music Cooperators Mindset

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-European Music Cooperators in a glimpse

-Background

-Ethical and values based approach

-European Music Cooperators Strategy

-European Music Cooperators Skills

European Music Cooperator

/Music4Coop/ *noun*

Music professional who work in conjunction with community-level stakeholders for the promotion of a common end of sustainable development of rural, low populated and remote areas of Europe.

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BACKGROUND

- Arts and culture have always been at the forefront of systemic change, advancing efforts to promote inclusion and creating economic and racial justice (Linares and Woolard, 2021)
- UN General Assembly declared 2021 as the International Year of Creative Economy for Sustainable Development in honour of its important role in local development.
- Despite the great contribution of the arts to sustainable development, sectors such as music require effective solutions to ensure their resilience.

BACKGROUND. DECENT WORK DEFICITS IN THE CCS

International Labour Organization

▸ ILO brief

▸ Cooperatives and the World of Work No. 13

October 2021

Cooperatives and the wider social and solidarity economy as vehicles to decent work in the culture and creative sector

Table of contents

- Introduction
- The role of Cooperatives and the wider social and solidarity economy (SSE) in advancing decent work in the Cultural and Creative Sector (CCS)
- Examples of cooperatives and SSEOs in the culture and creative sector.
- Key issues for Cooperatives and other SSE units in the CCS
- Conclusion

- Uneven access to innovation
- Inadequate access to social protection schemes
- Irregular flow of income
- Idle time in music occupations
- Uneven union representation

Full report at:
https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---emp_ent/---coop/documents/publication/wcms_825146.pdf

BACKGROUND. MAIN SKILLS NEEDED IN THE MUSIC SECTOR

EU SMART COMPOSER

- Entrepreneurial mindset
- Working with others
- Spotting opportunities

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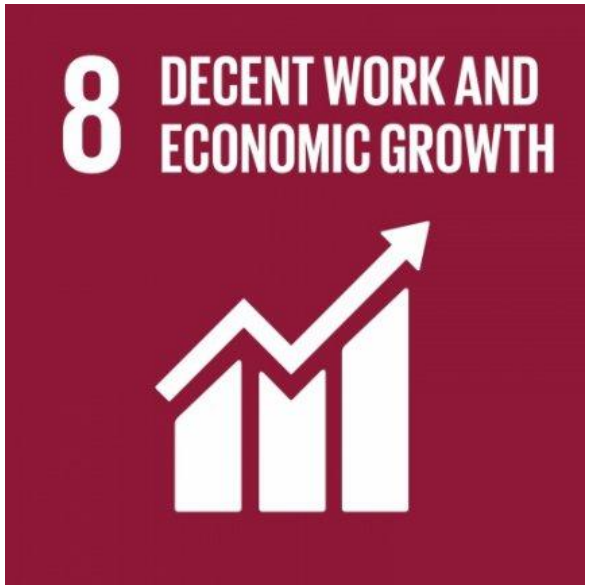
Full EU SMART COMPOSER EUROPEAN REPORT at:
https://eusmartcomposer.eu/

ETHICAL AND VALUES-BASED APPROACH. SDG 8



- Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Target 8.5 - full employment and decent work with equal pay
- Target 8.8 - protect labour rights and promote safe working environment

ETHICAL AND VALUES-BASED APPROACH. SOCIAL & SOLIDARITY ECONOMY

- Ethical economic development with values that prioritise the well-being of people and the planet by promoting inclusion, democracy and fair-pay.

- These entities operate on principles of solidarity, mutual aid, cooperation, and democratic decision-making.

- The primary goal of SSE is to create social value rather than merely generating profit for shareholders.

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ETHICAL AND VALUES-BASED APPROACH. SOCIAL & SOLIDARITY ECONOMY

Market Economy

Private interest: increase invested capital

Owner/non-owner

Public economy

General interest: satisfying the needs of the population

Ruler / governed

Social and solidarity economy

Common interest, direct democracy, primacy of the people

COOPERATIVES: Owners-Managers-Workers

ETHICAL AND VALUES-BASED APPROACH. SOCIAL & SOLIDARITY ECONOMY

- Legal entities are usually related to culture: cooperatives, foundations and associations.
- SSE organizations like cooperatives are leaded by citizens and members of the civil society.
- Commitments: Social orientation, democratic governance, solidarity, local development, sustainability, reinvestment…

EUROPEAN MUSIC COOPERATORS STRATEGY. COOPERATION

- Working together towards a common goal
- High level of commitment and coordination with projects, cooperators and goals
- Focuses on the end result
- Involves mutuality: working intentionally as a team for mutual benefit.
- Cooperation focuses on collective effort towards a common goal.

EUROPEAN MUSIC COOPERATORS STRATEGY. COOPERATION VS COLLABORATION

COLLABORATION	COOPERATION
-Process focused	-Results-oriented
-Individualistic	-Mutualistic approach
-Short-term	-Medium/Long term
-Divergent values	-Shared values
-Fragmented vision	-Joint vision

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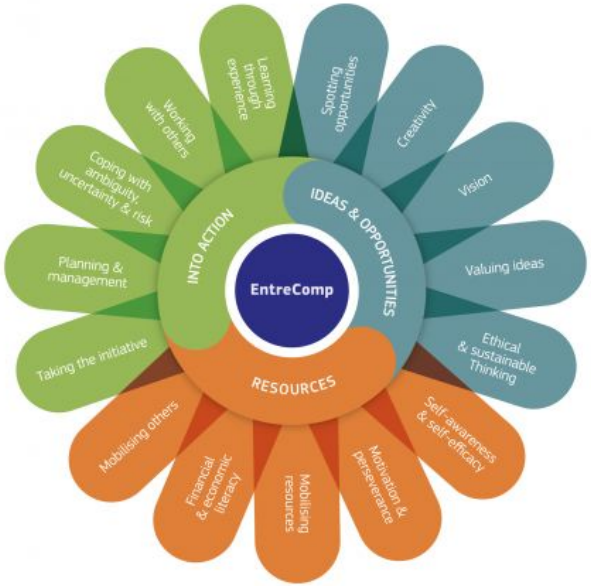
EUROPEAN MUSIC COOPERATORS STRATEGY. COMMUNITY-LEVEL STAKEHOLDERS

European Music Cooperators **&** **Community-level stakeholders**

EUROPEAN MUSIC COOPERATORS SKILLS. ENTRECOMP



- **Ideas and Opportunities:** Recognizing opportunities and generating ideas.
- **Resources:** Mobilizing and managing resources such as time, finances, and other assets.
- **Into Action:** Taking action to turn ideas into action, including planning and management.

EUROPEAN MUSIC COOPERATORS SKILLS. ENTRECOMP MAIN SKILLS

Ideas & Opportunities	Resources	Into action
-Spotting opportunities -Vision -Ethical and sustainable thinking	-Mobilising resources -Financial and economic literacy	-Taking the initiative -Working with others

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https://eusmartcomposer.eu/

https://sdgs.un.org/es/goals

Module 2: Sustainable Local Development

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-Sustainable development

-Rural, low populated and peripheral areas

-Community-Level stakeholders

-Local community engagement

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SUSTAINABLE DEVELOPMENT. SUSTAINABLE DEVELOPMENT GOALS

- Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- In 2015 world leaders adopted the UN Agenda Transforming our world 17 SDGs to end poverty, protect the planet, ensure the protection of human rights and guarantee prosperity for all.

SUSTAINABLE DEVELOPMENT. LOCAL DEVELOPMENT

- Holistic and participatory approach to improving the overall well-being of a specific area, balancing economic growth with social, environmental, and cultural considerations.
- Focused in a specific geographic area, typically a community, town, or region.
- Initiatives aimed at enhancing the quality of life for residents and fostering sustainable growth.

SUSTAINABLE DEVELOPMENT. KEY CONCEPTS

Integrated approach	Community participation & Empowerment	Resilience & Adaptability
-Holistic -Balanced -Interconnected	-Engagement -Ownership -Local needs	-Innovation -Flexibility -Local-based solutions

RURAL, LOW POPULATED AND PERIPHERAL AREAS. FEATURES

- **Geographical Characteristics:** Defined by their distance from urban centers, lower population density, and often expansive natural landscapes. They are typically situated away from major cities and industrial hubs, contributing to a sense of remoteness and isolation.
- **Demographic and Economic Features:** Characterized by a smaller population spread over a larger land area, impacting the availability and accessibility of services and infrastructure. The local economy is often reliant on agriculture and natural resources, with limited industrial or commercial activities.
- **Challenges and Opportunities:** While facing challenges such as limited access to services and economic constraints, these areas also offer opportunities for sustainable living, ecological stewardship, and cultural preservation.

RURAL, LOW POPULATED AND PERIPHERAL AREAS. OVERVIEW

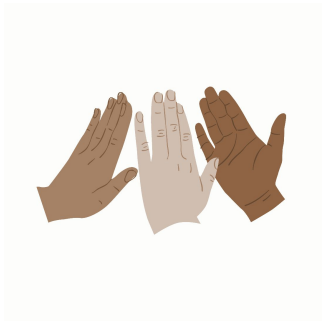
CHALLENGES	OPPORTUNITIES
-Limited Access to Services and Infrastructure -Economic Constraints -Population Decline and Aging	-Natural and Cultural Heritage Preservation -Sustainable and Ecological Living -Innovation and Niche Markets

RURAL, LOW POPULATED AND PERIPHERAL AREAS. KEY ACTIONS

Understanding Rural Dynamics

Cultural Sensitivity

Resource Mobilization



Building Partnerships

RURAL, LOW POPULATED AND PERIPHERAL STAKEHOLDERS. LIST

- **Government and Public Authorities**
  - Local Authorities: City council, provincial/regional institutions…
  - Local Development Agencies: Local Action Groups…

- **Social & Solidarity Economy Organizations**
  - Cooperatives: Worker, Community, Agrifood…
  - Non-profit professional organizations: associations, foundations, coops…
  - Representative SSE organizations: coops union, SSE associations…

RURAL, LOW POPULATED AND PERIPHERAL STAKEHOLDERS. LIST

- **Educational institutions**
  - Formal education centres: Schools, High schools…
  - Non-formal education centres: Vocational Training Centers, Adult education…

- **Community collectives**
  - Local associations: Rural women, Youth, Elderly…
  - Natural & Cultural Heritage: Environmental groups, Folk groups…
  - Religious and Faith-based organizations: pilgrimage, sacred celebrations…

RURAL, LOW POPULATED AND PERIPHERAL STAKEHOLDERS. LIST

- **Economic and Business Entities**
  - Local businesses: Shops, Services…
  - Representative organizations: Chamber of commerce, unions…

- **Media and Communication**
  - Professional local media: Newspapers, Radio stations…
  - Citizen local media: Blogs, Online platforms…

LOCAL COMMUNITY ENGAGEMENT. BOTTOM UP APPROACH

- **Community-Driven Purpose Identification** aligned with local needs and aspirations.

- Investigate, draw conclusions, set purpose, make decisions

LOCAL COMMUNITY ENGAGEMENT. BOTTOM UP APPROACH

- **Self-Help and Self-Reliance philosophy:** use own local resources, skills, and strengths to address challenges.
- It promotes the idea that communities have the capacity to solve their own problems and should be the primary agents of their development.

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Module 3: Economic sustainability

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-Understanding economic sustainability

-Project-based approach

-Funding opportunities for projects

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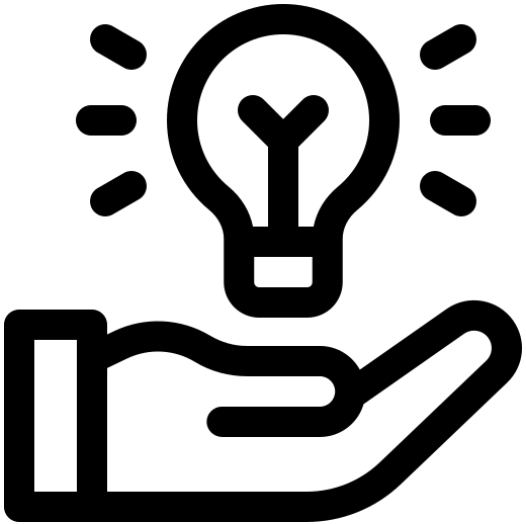
UNDERSTANDING ECONOMIC SUSTAINABILITY. IMPORTANCE

- **Ability to maintain financial stability and growth over time.** It involves creating and managing music initiatives that are not only artistically fulfilling but also financially viable.
- **Ensures the longevity and impact of projects.** It allows European Music Cooperators to continue creating and sharing music, contributing to sustainable local development and community engagement.
- **Provide stable and fair employment** opportunities within the music industry and related sectors, as well as in rural, low populated and peripheral areas.

PROJECT-BASED APPROACH. OVERVIEW

- **Enables focused planning,** clear goal setting and effective resource allocation.
- **Encourage cooperation** among team members, community-level stakeholders and the local community.
- **Promote learning opportunities** for European Music Cooperators, gathering insight and feedback for continuous improvement.
- **Celebrate successes** and recognise contributions, building motivation for future projects.

PROJECT-BASED APPROACH. PROJECT DEFINITION



- A project is a planned set of **interrelated tasks** to be executed over a **fixed period** and within certain cost and other **limitations**.
- It's characterized by **deliverables** and **outcomes**.
- A project is distinct from routine operations because it is **not a repetitive process**, but rather a set of tasks designed to achieve a **singular goal**.

PROJECT-BASED APPROACH. PROJECT CYCLE

- **Initiation. Kick-off.** Gathering info from stakeholders, defining the issue and outlining the necessary actions.
- **Planning.** Detailing all the tasks, the methodologies to be employed, and the resources required to achieve the project's objectives.
- **Execution.** Executing the planned activities and producing deliverables to fulfill the project's goals.
- **Monitoring.** Tracking the overall progress of the project and checking if it aligns with its objectives.
- **Closure. Wrap-up.** Release documentation, final deliverables, terminate contracts…

PROJECT-BASED APPROACH. GOOD PRACTICES FOR COMMUNITY IMPACT

How do you name it?	**What are their needs?**	**What can we offer them with our project?**
How many members of the target group are there?	**How do we interact with this target group?**	**What are their specific benefits?**

PROJECT-BASED APPROACH. GOOD PRACTICES FOR ACTIVITIES

Alignment with Objectives	**Detailed Description**	**Resources**	**Roles and Responsibilities**
Timeline	**Risk Management**	**Quality Assurance**	**Monitoring and Evaluation**

PROJECT-BASED APPROACH. GOOD PRACTICES FOR BUDGETS

Type of expenditure	Amount €
Staff costs *Including salaries + social insurances of the personnel workers at the disposal of the project*	
Per diems, travel expenses, accommodation... *Expenses that arise when employees have to travel away from their place of work.*	
Leases and supplies *Rent of the workspace or office and the services provided there to be able to work: electricity, water, telephone, internet...*	
Non-inventoriable or consumable material *Material easily damaged or worn out by use as office equipment, could also include software tools and hardware rentals...*	
Inventoriable material *Non-expendable movable property, which is not consumed with their use, such as: machinery, furniture, computers...*	
Technical support services *Services offered by other companies to carry out certain planned activities.*	

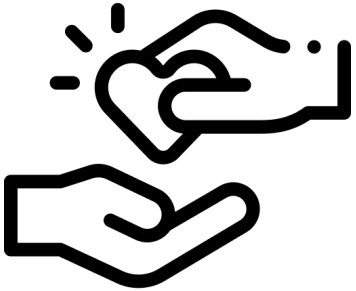
FUNDING OPPORTUNITIES FOR PROJECTS. FUNDRAISING & CROWDFUNDING

- Excellent local community and stakeholder **engagement** scheme.
- Crowdfunding is a way of **raising money to finance projects and businesses.** It enables fundraisers to collect money from a large number of people via online platforms.
- **Crowdfunding platforms** are websites that enable interaction between fundraisers and the crowd. Financial pledges can be made and collected through the crowdfunding platform for a fee.

FUNDING OPPORTUNITIES FOR PROJECTS. FUNDRAISING & CROWDFUNDING

Reward-based

Individuals donate to a project or business with expectations of receiving in return a non-financial reward, such as goods or services, at a later stage in exchange of their contribution.



Donation-based

Individuals donate small amounts to meet the larger funding aim of a specific charitable project while receiving no financial or material return.

FUNDING OPPORTUNITIES FOR PROJECTS. CALLS FOR PROJECTS

- Excellent for **cooperation**.
- There are plenty of opportunities to submit projects to **competitive calls** for proposals.
- Promoters/applicants may be **consortia of organisations**, usually with one organisation as coordinator and the other members as partners.

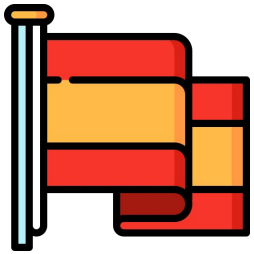
FUNDING OPPORTUNITIES FOR PROJECTS. CALLS FOR PROJECTS

Regional / local calls

By Local Institutions

Culture-related calls

Local development calls

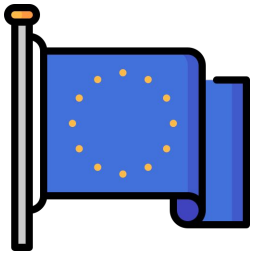


National calls

By National Institutions

Ministry of Culture calls

Other ministries

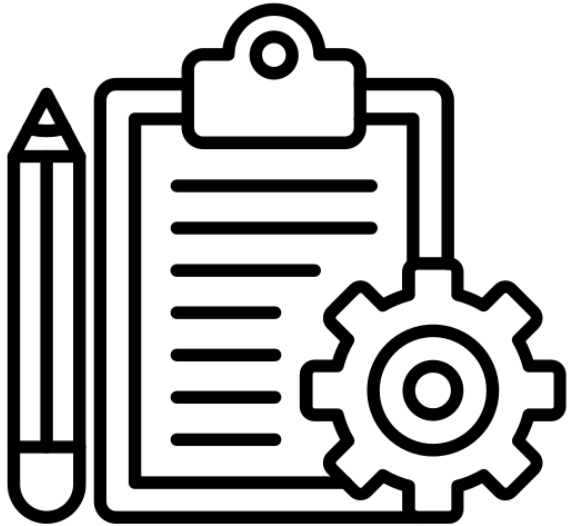


European calls

By European Commission

Creative Europe, Music Moves Europe, Erasmus +, LEADER...

FUNDING OPPORTUNITIES FOR PROJECTS. CALLS FOR PROJECTS KEY ELEMENTS



- What is the purpose of the call
- Who can participate
- What is funded
- What is not funded
- When the activities are implemented
- How the scoring is done

FUNDING OPPORTUNITIES FOR PROJECTS. TIPS FOR SUBMITTING A GOOD PROPOSAL

- Identify the **best calls** for your projects
- Find the **deadline** for submitting proposals
- **Study** in deep the bases including subject, eligible expenses, target groups, award criteria…
- **Be patient** if you don't get funding for your project, even if it's good, there's a lot of competition.
- **Don't be stubborn,** even if your ideas are good, if they don't fit the call or don't add up to points, you'll have to adapt your proposal or find a better call.

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Module 4: Organisational Sustainability

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-Building Sustainable Organizations

-The Oxygen Mask Principle

-Worker Coops

-Decent work

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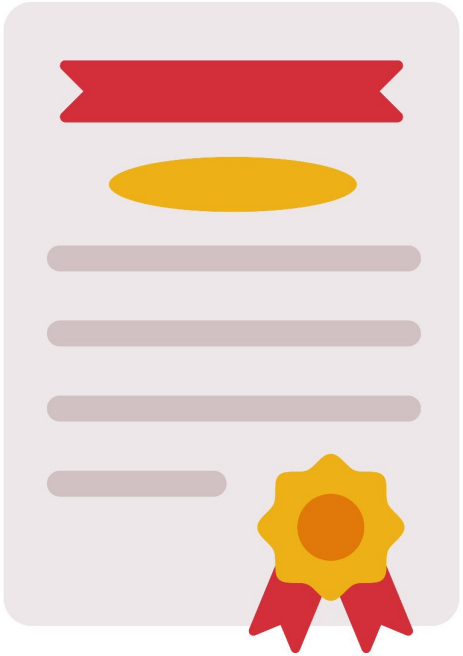
BUILDING SUSTAINABLE ORGANIZATIONS LEGAL FORM OVERVIEW



- Defines business structure, finance and management
- Outlines responsibilities of owners and managers
- Establishes stakeholder rights and obligations
- The main legal form for European music cooperators will be worker cooperatives

BUILDING SUSTAINABLE ORGANIZATIONS PEOPLE & PLANET FIRST

- **Be a Catalyst:** Offer opportunities rather than seeking them.
- **Community Cooperation:** Connect with peers who share SSE values.
- **Purpose-Driven Community:** Forge a collective mission.
- **Supportive Structures:** Establish organizations that champion decent work and impact.
- **Self-Sustainability First:** Secure your foundation to effectively aid others.
- **Ethical Business Model:** Focus on well-being, inclusion, democratic practices, and fair compensation.

OXYGEN MASK PRINCIPLE HELP YOURSELF TO HELP

- **Priority of Self-Sustainability:** Like in an airplane emergency, secure your own foundation first.
- **Enabling Assistance:** A strong, self -sustaining base allows for extending support to others.
- **Foundation for Growth:** Self-sustainability ensures resilience and long-term viability.
- **Empowerment to Contribute:** Solid internal stability empowers broader community impact.

WORKER COOPS THE MODEL

- **Community-based legal form:** A group of individuals managing a jointly-owned and democratically-run entity.
- **Dual Role Membership:** Its members are both owners and workers: worker-owners
- **Cooperative Activity:** They work together providing services, products or projects
- **Employment Security:** Guarantees job positions for members with social security contributions.
- **Owned by Workers:** The social capital is owned by its worker-members.

WORKER COOPS WORKERS-OWNERS. HORIZONTAL RELATIONSHIPS

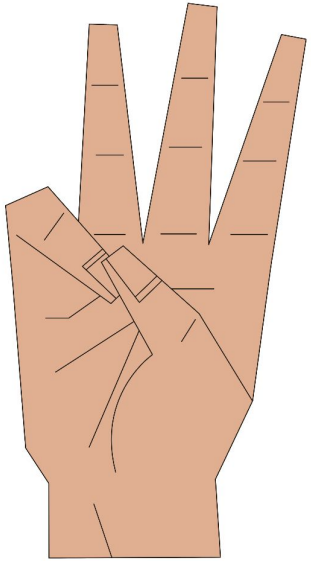
Full benefits of employees: employment laws protection, social protection, salaries, healthcare insurance, paid vacation, retirement benefits, workplace safety regulations, anti-discrimination laws, family and medical leaves…

Full benefits of owners: hold legal and financial control, make strategic decisions, have limited liability, can share benefits…

WORKER COOPS OPERATION AND MANAGEMENT

- **Diverse Legislation:** Cooperative laws vary by country, mirroring unique cultural and economic landscapes.
- **Core Governance Structures:** The pivotal role of the General Assembly and Governing Council in steering cooperatives.
- **Member Engagement:** Emphasizing the dual role of members as contributors and decision-makers.
- **Foundational Documents:** The significance of the cooperative's 'articles of association' in defining its purpose and operations.
- **Financial Stewardship:** Strategies for robust economic management and fiscal responsibility within cooperatives.

WORKER COOPS 3 ESSENTIALS CO-FOUND YOUR COOP



1. Identification of the need or social problem to be addressed
2. Search for worker-owners
3. Legal formalities

DECENT WORK FAIR PAY

Worker coops are based in employment and provision of the work of its members

- **Living Wage Commitment:** Guaranteeing wages that not only meet legal minimums but also provide for a decent living standard.
- **Profit Sharing:** Aligning individual remuneration with the cooperative's financial health through equitable distribution of surpluses.
- **Benchmarking:** Regularly comparing cooperative wages with industry standards to ensure competitiveness and fairness.
- **Transparency:** Open discussions and clear policies on compensation to foster trust and collective agreement.

DECENT WORK SOCIAL PROTECTION

- **Legal Compliance:** Adhering to employment laws to safeguard worker-owners' rights and benefits.
- **Paid Time Off:** Valuing rest and recuperation through guaranteed paid vacation and holidays.
- **Workplace Safety:** Committing to stringent safety regulations to foster a secure working environment.
- **Work-Family Balance:** Promoting policies for personal and family life reconciliation, enabling a harmonious work-life integration.

DECENT WORK VOLUNTEERS VS WORKERS

VOLUNTEERS	WORKER-OWNERS
-Their profile is amateur: they do not normally require qualifications for the tasks to be carried out. -They contribute with their time and effort to certain activities. -They do not pay social security contributions for the duration of their activity. -They do not receive financial remuneration for the activities they carry out. -Their commitment is punctual, depending on their availability. They do not contribute share capital and do not hold joint ownership of the co-operative.	-Their profile is professional: they require qualifications for the tasks to be performed. -They work to offer services or products. -They pay social security contributions for their work. -They receive financial remuneration for their work. -His/her commitment is constant, he/she has a working day. They contribute share capital and hold joint ownership of the co-operative.

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