



The political platform
for Arts and Culture

**CULTURE ACTION EUROPE
ANNUAL REPORT 2013**

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Summary by the Chair of the Executive Committee

2013 was the last year of the campaign ***we are more – act for culture in Europe***, launched in strategic partnership with the European Cultural Foundation in 2010. In comparison with the campaign's initial demands, and as the **final campaign evaluation** demonstrates, the results of the EU negotiations concluded in 2013 are globally positive. The campaign allowed CAE to strengthen its visibility and relationships with EU decision-makers, as well as building a constituency of supporters beyond its membership.

In this period of profound transition for Europe, promoting the role of culture however calls for more substantial, **inward changes including a new way of thinking about culture and its role in society**. Culture enables evolution and human development and should be understood as one of the key components towards a new social contract and citizenship. Culture significantly contributes to economies. A surge for **a Europe-wide movement for culture** is therefore more than ever a necessity to help our society to step out from its depression. In this framework, CAE's 2013 work programme therefore focused on actions that aimed at bringing the notion that culture is a necessary element for development much **closer to the core of decision-making and public debate**. Building on organisational developments launched in 2012, CAE took further steps in 2013 to expand the constituency of its endeavour involving individuals, academia, public and private sector and civil society at-large. The **strategic changes** proposed were formally adopted during the Annual General Meeting in Rome 3-5 October, when CAE's members **voted new Statutes to broaden the mission of the organisation** and give voting rights to enable individuals to participate in the decision-making of the organisation, hence encouraging individual campaign supporters to join and establishing the foundation for a future Europe-wide movement. In line with these strategic changes, CAE's members also organized the **first CAE flash mob**, entitled 'Do not kill culture', which took place in Rome during the week following the Annual General Meeting.

The Annual General Meeting was combined with CAE's 2013 flagship event that recapped the outcomes of the work programme, namely the **public conference "it is not a crisis, it is a transition"**. Hosted by the Faculty of Architecture at the 3rd University of Rome, the conference **mobilized hundreds of activists and campaigners** and involved leading personalities in the European scene of decision-making. The public conference also included **advocacy training**, in an innovative format that enabled building on the work programme activities in this field.

In general, all the different types of activities were planned and implemented together with CAE's members and partners in a coherent way to feed in to each other. For example, CAE published **3 reflection papers** and a **toolkit on the European elections 2014** that dealt with topics that fed in to the concept development of the **10 European Debates on Culture**. Similarly, the European debates generated feedback, based on the experiences of the participants, which were integrated in the final versions of the reflection papers. Contemporarily, new connections were fostered between expert and practitioner-communities. The work with members and the sector were also pursued through CAE's participation in **an extensive number of public events**. CAE also further strengthened its alliances with other actors such as the **Civil Society Contact Group**, with whom CAE co-organised the first **European Citizens' Summit**, and the 62 organisations in the **European Year of Citizens Alliance 2013** (EYCA) with whom CAE published a **joint manifesto**. In line with the widening of CAE's remit and internationalisation outside Europe, CAE also developed a statement with **UCLG, IFACCA and IFCD on culture as a goal in the post-2015 UN Millennium Development Goals** (MDGs).

In 2013, CAE also continued to deliver targeted communications. Apart from statements (**1 briefing and 6 political statements**), CAE produced **4 newsletters** and **12 News Digests**. The website statistics remained stable with **10.755 new visitors to the campaign website** and **60.634 unique visitors to the CAE website** and the newsletter now has more than over **35.000 readers**. By the end of 2013, CAE's Facebook page had more than **16.000 followers**, compared to 12.000 in 2012. In line with the on-going objective of the organisation to increase its membership, CAE recruited **13 new member organisations** and **welcomed its first 22 individual members** in 2013 resulting in a **total of 137 members** by the end of the year. CAE's members consist of individuals, cultural organisations, international and European networks, and arms-length bodies from more than **14 artistic disciplines** in **23 EU Member States and beyond**. Through the multiplier effect, CAE continues to give voice to more than **80.000 cultural organisations**.



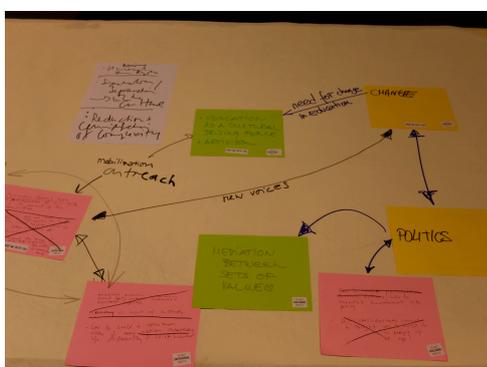
Mercedes Giovinazzo
Chair of the Executive Committee

1. ACTIVITIES 2013

CAE's 2013 work programme focused on a set of themes that gave shape to and were reflected in all activities implemented:

- a) The contribution of culture to urban and regional sustainable development
- b) The potential impact of organised civil society on decision-making around cultural development
- c) Measuring the contribution of culture and creativity to wellbeing in the framework of the 'beyond GDP' initiative
- d) "Discontinuous jobs" or "project oriented jobs", the labour conditions in the cultural sector and their impact on workers' social protection, trans-national mobility and circulation of works of art
- e) The contribution of arts and culture to inter-cultural dialogue between equals with specific reference to the EU external relations
- f) Practices impacting on less-frequent users' interests, demands and active participation in arts and culture as well as on the diversification of the offer and on more active participation in cultural activities in general.

1.1. KNOWLEDGE BUILDING AND DISSEMINATION



In 2013, CAE elaborated a set of reflection papers in line with the themes described above. The results of these reflections were published in a series of reflection papers elaborated in collaboration with CAE's members and partners, according to their field of interest and expertise. In total, three reflection papers accompanied by an introductory paper signed by CAE's Secretary General and an **advocacy toolkit on the European elections 2014** were sent to members and published on CAE's website. Members were also encouraged to widely disseminate the material.

In collaboration with **United Cities and Local Governments (UCLG)/ Agenda 21 for culture**, CAE published a **reflection paper on the role of culture in urban and territorial development**. The paper aimed at promoting the different aspects of culture's impact on

urban and territorial development with the view of advocating for a shift from a cultural policy to a policy for cultural development.

In collaboration with **Gallup Europe and ISTAT**, and with the input of **On the Move**, CAE published a **reflection paper on culture and the measurement of well being**, in the framework of a "beyond GDP" approach. The paper aimed at providing a review of different existing or past initiatives for measuring wellbeing beyond the GDP as well as food for thought on how to measure the impact of culture in well-being, focusing notably on the notion of "social capital".

With the contribution of **On the Move** and in collaboration with **Relais Culture Europe**, CAE published a **reflection paper on the role of culture in EU external relations**. This paper aims at questioning the topic of the external relations of the Union taking the approach of the EU as a project definitively political and repositioning the reflection in the current historical and geo-political context.

The **toolkit on the European elections 2014** was developed in collaboration with **Trans Europe Halles and Intercult**. Several other CAE members also contributed to the development of the toolkit, including **NEMO, Relais Culture Europe, Roberto Cimetta Fund, ResArtis, European Music Council and Interarts**. The toolkit includes an introduction to the current political context and important messages to pass on to European Parliament-candidates as well as political parties, our members and citizens in general concerning why it is crucial to engage with the elections. The toolkit also includes information on how the elections work in different Member States. The aim of the toolkit is to support CAE members and civil society organisations in general to develop their own strategies by providing arguments, suggestions for actions according to the target they want to reach and the nature of their organisation, and an overview of the political calendar.

1.2. EUROPEAN DEBATES ON CULTURE

The *2013 European Debates* promoted by Culture Action Europe consisted of a series of debates on European issues animated by the network's members across Europe. Designed as a set of stimulating conversations, the outcomes of the *2013 European Debates* were recapped during CAE's public conference in Rome 3-5 October, and contributed to giving shape to CAE's action plan for the years to come.

1.2.1. Participation

Over the year, CAE participated in its members' General Assemblies, annual conferences and events as well as in conferences organized by the EC, Presidencies of the Council, the structured dialogue platforms, the European Cultural Foundation, the CSCG and the European year of Citizens Alliance.

Members' General Assemblies, annual conferences and events

Members' events that CAE participated in include:

- UFISC. Formation enjeux culturels européens (Paris, 22 January)
- TILLT 'Creative Clash' conference (Brussels, 19 March)
- Literature Across Frontiers (Malta 4-7 April)
- EMC 3rd European Forum on Music (Glasgow, 18-21 April)
- EBLIDA Annual Council (Milan 14-15 May)
- Relais Culture Europe debates (CAE French members meeting, Paris, 11 January, 'Le courage de la transformation' Palais du Luxembourg, Paris, 22 April, Lille, 13 June, Paris, 4-5 September)
- Intercult / Access Europa 'Creative Europe' debate (Stockholm, 22 May)
- Trans Europe Halles debate on Reclaiming public space through culture (Barcelona, 13-16 June)
- NEMO's The Learning Museum event (Bologna, 20 Sept)
- IETM Autumn Plenary (Athens, 17-20 Oct)
- NEMO AGM (Bucharest, 1-3 November)
- SYNDEAC meeting (Paris, 19 November)



EC, Presidencies of the Council and other EU Institution events

CAE participated in a range of EU institution events throughout the year, of which the larger ones include the key EU event in the field of culture, namely the **biannual European Culture Forum** which took place in Brussels 4-6 Nov 2013. CAE was one of the keynote speakers on this third edition of the forum that gathered approximately **1.200 participants**.

Structured dialogue platforms

CAE supported the organisation of a debate during the Platform for Intercultural Europe's forum on Education, Culture and Political Campaigning, 10-11 June in Brussels.

European Cultural Foundation

In line with the strategic partnership with the European Cultural Foundation, CAE participated in a several meetings over the year in Brussels and Amsterdam. CAE also attended public debates organized by the European Cultural Foundation, including the ECF Princess Margriet Award.

Civil Society Contact Group – CSCG

In 2013, CAE participated in the CSCG working group on the future EU budget. In this context, CAE participated in CSCG's internal brainstorming sessions and in meetings with key EU decision-makers such as Mr Leardini, Head of Unit in the EC Secretariat General following the MFF or Mr Radziejewski from the cabinet of the Budget Commissioner. The main event resulting from the collaboration with the CSCG in 2013 was the organisation of **the first Citizens' Summit** that took place 24-25 June 2013 at BOZAR, Brussels. The Summit was conceived as a counterweight to the European Summit taking place later the same week. During the Summit, discussions among national and local members of the CSCG network and beyond (400 individuals registered) aimed at developing an integrated approach of a citizens' vision for European development. The venue was used in innovative ways based on an 'Open Café' methodology that encouraged dialogue and a lively, healthy debate. The Citizens Summit was designed as a pilot to be further developed and repeated on annual basis.



European Year of Citizens alliance 2013

Following the designation of 2013 as the "European Year of Citizens", European civil society organisations and network members of the EESC Liaison Group created a civil society Alliance aiming to advocate for a broad understanding of active European citizenship: the European Year of Citizens Alliance (EYCA). The 62 European members of the EYCA represent more than 4.000 individual organisations in 50 European countries. CAE has participated in the plenary sessions of the Alliance (approximately every 2 months) since 2012 and in 2013 CAE became actively involved in the

Alliance working group on « Participatory Citizenship and Civil Dialogue» with the aim of putting forward **policy recommendations** at the end of the European Year. The final document was handed over to EU decision-makers at the final event of the Year organised in Vilnius by the Lithuanian Presidency on 13 December 2012. CAE also participated in the event organised by the Alliance in Zagreb on 8-9 July in conjunction with the entry of Croatia in the EU.

Additional events

The CAE secretariat and board members participated in several events as guests, speakers and panellists throughout the year.

Some of the main events include:

- Visual Arts Platform meeting on advocacy (Brussels, 28 March)
- Council of Europe Moscow (Moscow 15-16 April)
- Plzen 2015 - Kulturquell - European Cultural Think Tank (Plzen, 19 April)
- Creative Europe. Audience Development. European Capital of Culture (Zagreb, 7 May)
- UNESCO Conference: Culture, key to sustainable development (Hangzhou, China, 15-17 May)
- EFNYO – AGM (Bucharest 16-19 May)
- Swedish Biennial for Performing Arts (Jönköping 23-24 May)
- Forum OECD (Paris 28-29 May)
- CCP Conference Vilnius (Vilnius, 30 May)
- Agenda 21 (Lille, 26-27 June)
- Collections Trust / Open Culture (London, 3 July)
- Brussels Creative Forum (Brussels, 30 August - 1 Sept)
- Art Lab Lecce (26- 27 September)
- EUROCITIES Culture Forum in Gdansk (Gdansk, 16-17 Oct)

1.2.2. Direct support and partnerships



Debate in collaboration with Opera Europa on theme b) The potential impact of organised civil society on decision-making around cultural development

4-7 of April in Vienna, Austria

The debate ‘Engaging citizens in the creation process in times of social and economic instability’ which took place during Opera Europa & RESEO’s spring conference in Vienna was an occasion for opera professionals to discuss and explore strategies to lobby for culture at the European level. The role of culture, and opera in particular, was examined in relation to its impact on citizenship and citizens’ rights.

Debate in collaboration with the International network for contemporary performing arts (IETM) on theme e) The contribution of arts and culture to intercultural dialogue between equals

with specific reference to EU external relations

11-14 of April in Dublin, Ireland

The debate ‘Big Debate: How to trust and be trusted’, which took place in the framework of IETM’s Annual Meeting, focused on how culture and arts projects influence the West/East divide or the North/South divide, exposing hypocrisy or establishing trust, building wrong expectations or developing mutual understanding among people within and beyond EU borders. The Big Debate took place over three sessions and was designed to be a stimulating conversation with a number of invited ‘provocateurs’ that lasted the whole weekend. The specific agenda was set by the participants themselves.

Debate in collaboration with Arty Farty on theme b) The potential impact of organised civil society on decision-making around cultural development

7-12 May in Lyon, France

The debate was held in partnership with CAE’s member Arty Farty, and in the Framework of Arty Farty’s European Lab. It focused on the topic of cultural innovation and dealt more specifically with the opportunities given by the *Creative Europe* programme.

Debate in collaboration with the European Centre for Cultural Organisation and Management (ECCOM) on thematic a) The contribution of culture to urban and regional sustainable development

3 June in Rome, Italy

The debate focused on the use of structural funds for cultural and creative projects in Italy and was an occasion for CAE to make comparative evaluations on the implementation of the Cohesion Policy in different Member States.

Debate in collaboration with Clubture on theme a) The contribution of culture to urban and sustainable development

4-6 June in Split, Croatia.

CAE partnered with Clubture in the implementation of one of Clubture's Action Laboratories, which included debates and modules on advocacy for the cultural sector. This debate "Development perspectives of cultural infrastructure" mainly revolved around different policy measures and financial incentives intended for sustainability and growth of the independent cultural scene in Croatia, in a broader context of development of civil society and the of recent EU membership. The discussion highlighted potentials of infrastructural development, especially in the framework of possible investments through ERDF and other EU funds, but also the potential of further development of new models of management of cultural institutions, based on partnership between civil society organisations and public administration.

European Symposium in collaboration with the European Network for Opera and Dance Education (RESEO) on theme f) Practices impacting on less frequent users' interests, demands and active participation in arts and culture

8-10 July in Aix-en-Provence, France

CAE supported the organisation of the debate "Reciprocity- a pillar of culture, creation and democracy" during RESEO's European Symposium "Culture and Education", which focused on the necessity of a new citizens' approach towards opera organisations, and on the importance of strengthening arts programmes within formal and informal education.

Debate in collaboration in collaboration with Banlieues d' Europe on theme f) Practices impacting on less-frequent users' interests, demands and active participation in arts and culture

30 Sept in Lyon, France

The debate "Culture & Europe: vous avez la parole!" consisted of an information session and workshop/clinic targeting organisations in the process of developing European co-operation projects that look at practices impacting less frequent users as well as the cultural dimension of citizenship, in the framework of the European Year of Citizens 2013.

Debate in collaboration with Roberto Cimetta Fund on theme e) The contribution of arts and culture to intercultural dialogue between equals

28 Nov- 1 Dec in Marseille, France

CAE partnered with the Roberto Cimetta Fund in a debate on thematic e) that took place in connection with CAE member Trans Europe Halles meeting in Marseille. 25 artists and cultural operators from North Africa and the Middle East were invited to give inspirational examples of how they work in independent culture. The debate consisted of a panel entitled "Space for policies" and specifically tackled the issue of how dynamic independent art spaces can question, challenge and ultimately transform current policies affecting the cultural sector at local, regional, national and international levels.

Debate in collaboration with SMartBE on thematic d) "Discontinuous jobs" "project oriented jobs", the labour conditions in the cultural sector and their impact on workers' social protection, trans-national mobility and circulation of works of art

2 Dec in Brussels, Belgium

The debate "The Welfare line, Encounter 1: Protection from Social & Economic Risks for Atypical Employment in the EU" was the first in a series of debates that will follow as part of CAE's strategy to tackle the welfare issue in the coming years.

1.2.3. Direct organisation

Final, re-capping event: CAE's public conference 'It is not a crisis, it is a transition' and Annual General Meeting for members, 3-5 October, Rome, Italy



CAE's Public conference "It is not just a crisis, it is a transition" functioned as the final and recapping event of the activities and outcomes of the work programme. During the event, the outcomes of the European debates were presented and next steps planned.

Hosted by the Faculty of Architecture at the 3rd University of Rome and placed in space and time to maximize

its impact on the agenda for the Italian Presidency of the Council of the European Union that will begin in July 2014, the conference's conversations, debates and short lectures involved leading personalities in the European scene of decision-making, cultural organisations, academia and civil society.



A relevant part of the public conference time was dedicated to structured participatory processes enabling participants to exchange in depth, seek for convergences and partnerships, share objectives and build a common discourse. Intriguingly structured, under the name of CAE Labs, participants were also turned into “defenders” and “prosecutors” of key players at the EU arena who were then “judged” in an attempt to reveal and agree on the objectives for common actions.

The conference was also combined with CAE’s Annual General Meeting for members during which the membership voted to change the statutes of the association. The changes voted include a new, broader description of the mission that is more in line with its vision for the future of the association, as well as changes in the voting rights that make it possible for individual members to be represented in the association’s decisions. During the Annual General Meeting, the members also agreed to

implement the first act of activism under the name of Culture Action Europe. The flash mob action, entitled ‘Do not kill culture’ was implemented by Culture Action Europe’s Italian members during the week following the conference.

A short video can be found here: <http://www.youtube.com/watch?v=5izlioE3piU>

1.3. DEVELOP TRAINING MODULES

Building on the experiences from developing pilot advocacy trainings in 2011 and 2012, CAE continued to develop its expertise in the field of advocacy training in 2013, by delivering advocacy trainings in connection with CAE members’ events. Based on the outcomes of these trainings, CAE later joined forces with the professional process leaders from Architects of Group Genius in Milan to develop a CAE-customized, generic training format on advocacy that was presented in conjunction with the public conference and Annual General Meeting in Rome 3-5 October. Intriguingly structured, under the name of CAE Labs, participants were turned into “defenders” and “prosecutors” of key players at the EU arena who were then “judged” in an attempt to reveal and agree on the objectives for common actions.

Over the year, training sessions were delivered at the events organised by the following members:

- Literature Across Frontiers, Malta 4-7 April,
- Workshop with cultural operators, Pristina 10-11 May,
- EBLIDA, Milan 14-15 May,
- Intercult, Stockholm, May 21st,
- Clubture, Zagreb, 4-6 June,
- Banlieues d’Europe, Lyon 30 Sept,
- CAE’s public conference and AGM, Rome, 3-5 Oct,
- NEMO, Bucharest 1-3 Nov.

1.4. ADVOCACY AND LOBBYING



Throughout 2013, CAE engaged in advocacy and lobbying actions with a view to pursuing the maximum inclusion of the campaign demands in the final implementation phase of Creative Europe and the next generation of EU Regional Policy Funds. CAE closely monitored the two policy dossiers and issued public statements in collaboration with the ECF at each stage of the EU institutions’ negotiation process. Several campaign demands have been included in the adopted versions of the policy dossiers. In 2013, all members were invited to participate in the **final campaign evaluation** through an online survey and comments from members and campaign supporters collected throughout the year were integrated in the final version that can be downloaded online: <http://www.wearemore.eu/2014/02/final-campaign-evaluation-now-online/>

During CAE's Annual General Meeting in Rome 3-5 October 2013, the membership **voted new statutes** for the association which include a **new, broader description of the mission** that is more in line with its vision for the future of the association, as well as changes in the voting rights that make it possible for **individual members to be represented in the association's decisions**.

The approval of the new statutes substantially broaden the scope for new types of advocacy actions implemented under the Culture Action Europe brand in the future, as they provide CAE with the formal basis to make further important progress in line with its long-term aim to **foster the establishment of a Europe-wide movement for culture as a necessary element of any development strategy for sustainable societies**.

As a first example of new types of advocacy actions, CAE's members decided during the Annual General Meeting to implement the first act of activism under the name of Culture Action Europe. The flash mob action, entitled 'Do not kill culture' was implemented by Culture Action Europe's Italian members during the week following the public conference in Rome 3-5 October 2013.

1.5. POLICY MONITORING

In order to anticipate policy developments at EU level and prepare timely political reactions and advocacy actions, CAE makes substantial investments in monitoring. CAE monitors policy developments through EU media and Member States media, by attending meetings, conferences and one to one meetings with policy-makers, as well as through its cooperation with other actors of civil society. In 2013, CAE for instance participated in joint meetings with key EC officials together with other members of the Civil Society Contact Group CSCG in order to put forward demands on the negotiations for the global EU budget 2014-2020.

In addition to the campaign objectives, CAE also monitored other EU issues related to culture such as the EU legislation around copyrights and internet freedom, the negotiations on the EU-US free trade agreement with a particular focus on its potential impact on cultural diversity, Erasmus + and Horizon 2020: the next education and research programmes, the first political developments around the European elections etc.

The outcomes of the intense monitoring was analysed and integrated in CAE's political statements and communications to members and campaign supporters. Basic updates on EU policies were included in the News Digest, more analytical articles in the Newsletter, and more in-depth analysis in political briefings and advocacy toolkits.

In February 2013, CAE produced a members' **briefing on the Creative Europe programme**. The briefing was produced after the vote of the European Parliament's position on the future programme and before the official start of the inter-institutional negotiations (also know as the "Trilogue"). The briefing gave an assessment of the *Creative Europe* negotiations to date and an introduction to the next steps for the following months, with a special focus on the achievements of the campaign.

In addition, CAE co-produced a **toolkit on the 2014 European elections** in collaboration with CAE members and published a **French version of the guide for the negotiations on the EU Regional Policy Funds** (Structural Funds) originally published in English in 2012.

Concerning political statements, CAE published several documents in different formats. In addition to statements on the objectives of the campaign, CAE also reacted to broader societal issues, in line with its effort to open up its mission and broaden its constituency.

List of statements:

- February 2013: 2nd online letter prior to the EU extraordinary Summit on the MFF 2014-2020, sent to EU Heads of State or governments by more than **2.500 individuals** (the 1st Open letter sent in relation with the first extraordinary Summit in November 2012 had already been signed by **6.000 individuals**)
- February 2013: Statement in reaction to the Council's MFF proposal
- March 2013: Joint statement with EUCIS on 'Rethinking Education'
- April 2013: Letter to EC President Barroso signed by **250 organisations**, also sent to MEPs
- June 2013: Statement on the situation in Turkey
- June 2013: Statement on the budget of Heading 3
- October 2013: Statement on "Culture as a goal in the post-2015 development agenda" jointly promoted by Agenda 21 for culture, IFACCA, IFCCD and CAE

1.6. COMMUNICATIONS



In 2013, CAE continued to share and communicate its expertise and the products and outcomes of the work programme using all its communication tools and social media.

To this end, **12 News Digests** were produced and **4 newsletters in English/French** sent to more than

35.000 subscribers and shared with the over **16.000 followers on Facebook**.

In the process of producing the campaign evaluation, CAE also looked at potential synergies in the communication tools used for the campaign (website, Facebook, Twitter etc.) that will be integrated in CAE's permanent communication tools and activities from 2014 onwards, as CAE starts the process of re-vamping and re-constructing the association's website and communication tools. Investments in this area are foreseen for 2014-2015. In 2013, CAE produced a **communications plan** based on the outcomes of the campaign, and developed and adopted a **new company graphic** profile that integrates the 'spirit' (connecting citizens that want to act for culture in Europe) and colours of the campaign.

Annex I: List of Executive Committee members and CAE's staff in 2013

The members of the Executive Committee in 2012 up to the AGM 3-5 October 2013 were:

1. President: Mercedes Giovinazzo (ES)
2. Vice President: Emina Visnic (HR)
3. Vice President: Simone Dudt (DE)
4. Treasurer: Clymene Christoforou (UK)
5. Member: Philippe Fanjas (FR)
6. Member: Isabelle Battioni (FR)
7. Member: Henrik Zipsane (SE)
8. Member: Paul Collard (UK)
9. Member: Larry Okey Ugwu (PL)
10. Member: Katherine Heid (BE)
11. Member: Ferdinand Richard (FR)
12. Member: Julek Jurowicz (BE)
13. Member: Alex Meszmer (CH)
14. Member: Chris Torch (SE)

Elected at the 2013 AGM:

- Isabelle Battioni (FR), re-elected for a second mandate
- Simone Dudt (DE), re-elected for a second mandate
- Henrik Zipsane (SE), re-elected for a second mandate
- Angie Cotte (FR)
- Lillian Fellmann (NL)
- Julia Pagel (DE)

Composition of the Executive Committee after the AGM 3-5 October 2013:

1. President: Mercedes Giovinazzo (ES)
2. Vice President: Emina Visnic (HR)
3. Vice President: Simone Dudt (DE)
4. Treasurer: Clymene Christoforou (UK)
5. Member: Philippe Fanjas (FR)
6. Member: Isabelle Battioni (FR)
7. Member: Henrik Zipsane (SE)
8. Member: Katherine Heid (BE)
9. Member: Julek Jurowicz (FR)
10. Member: Alex Meszmer (CH)
11. Member: Chris Torch (SE)
12. Member: Angie Cotte (FR)
13. Member: Lillian Fellmann (NL)
14. Member: Julia Pagel (DE)

Secretariat in 2013:

Luca Bergamo, Secretary General
Emma Ernsth, Campaign Co-ordinator and Office Manager
Julia Pouply, Policy Officer
Ioanna Sakellaraki, Communications Intern

Annex II: List of CAE's members in 2013

In line with the on-going objective of the organisation to increase its membership, CAE recruited **13 new member organisations** and **welcomed its first 22 individual members** in 2013 resulting in a **total of 137 members** by the end of the year.

In 2013, CAE welcomed the following organisations:

1. Asociacion de Profesionales de la Gestion Cultural de Canarias, Canary Islands - Spain
2. La ligue française de l'enseignement, France
3. Contemporary Visual Arts Network, UK
4. CCP Slovakia, Slovakia
5. LKCA, The Netherlands
6. CubicMetre, Romania
7. Progetto Odradek, Italy
8. Dédale, France
9. Associazione Culturale PAV, Italy
10. EFNYO, Austria
11. ATCL, Italy
12. Audiocoop, Italy
13. Citoyennete Jeunesse, France

Full list of members:

1. ACCR – European Network of Cultural Centres-Historic Monuments
2. AEC – European Association of Conservatoires
3. Agence luxembourgeoise d'action culturelle
4. AMATEO - European Network for Active Participation in Cultural Activities
5. AMI - Centre de developpement pour les musiques actuelles
6. ARCI
7. Ars Progress
8. Arteria
9. Arty Farty
10. Asociación de Profesionales de la Gestión Cultural de Canarias
11. Asociacija
12. Association Française des Orchestres
13. ATCL Associazione Teatrale fra i Comuni del Lazio
14. Audiocoop
15. Baltic Sea Cultural Centre
16. Banlieues d'Europe
17. Belarus Free Theatre
18. BJCEM - Biennale des Jeunes Créateurs de l'Europe et de la Mediterranée
19. BKJ - German Federation for Arts Education and Cultural Learning
20. BOZAR
21. Budapest Observatory
22. Bundesvereinigung - German socio-cultural centre
23. CEATL – European Council of Associations of Literary Translators
24. Centre for Media Activities
25. Citoyenneté jeunesse
26. Clubture Network
27. CCE Creativity Culture and Education
28. Contemporary Visual Arts Network
29. CubicMetre resources for culture
30. Cultuur Ondernemen (ex-Kunstenaars & Co)
31. Cyprus Centre of the ITI
32. Dédale
33. EBLIDA - European Bureau of Library, Information and Documentation Associations
34. ECCOM - European Centre for Cultural Organisation and Management
35. EDUCULT
36. EFNYO - European Federation of National Youth Orchestras
37. European Choral Association - Europa Cantat
38. European Concert Hall Organisation - ECHO
39. EFA – European Festivals Association
40. European Jazz Orchestra - Swinging Europe
41. Europe Jazz Network
42. ELIA - European League of Institutes of the Arts
43. EMC – European Music Council
44. European Museum Forum
45. ENCC – European Network of Cultural Centres
46. ETC - European Theatre Convention
47. EUBO - European Union Baroque Orchestra
48. Eurozine
49. Fabryka Sztuki (Factory of Art)
50. FILL - Fédération nationale du livre et de la lecture
51. GAI - Italian young artists association
52. HALMA - the European Network of Literary Centers
53. Haus der Kulturen der Welt
54. IAMIC – International Association of Music Information Centres
55. IETM – International network for contemporary performing arts
56. IGBK – the International Association of Art
57. IG Kultur Österreich
58. Institut Français
59. Institut für Kulturkonzepte
60. Interarts
61. Intercult
62. International Cultural Centre Krakow
63. L'Interlude T/O
64. ISIS Arts
65. ITI Germany
66. JMI - Jeunesses Musicales Internationales
67. KIBLA
68. Kulturrat (Austrian Cultural Council)
69. Kunstconnectie
70. Kunsten '92

71. KupoGe - Kulturpolitische Gesellschaft
72. LAF - Literature Across Frontiers
73. La Ligue Française de l'Enseignement
74. LKCA - Landelijk Kennisinstituut Cultuureducatie en Amateurkunst
75. Locus
76. Mahler Chamber Orchestra
77. Manifesta Foundation
78. Musique & Santé
79. The Nordic Centre of Heritage Learning & Creativity AB
80. NEMO - Network of European Museum Organisations
81. Non Serviam
82. ONDA - Office National de Diffusion Artistique
83. On-the-Move
84. Opera Europa
85. PAV
86. Performing Arts Hub Norway - former NAPA - Norwegian Association for Performing Arts
87. PEARLE - Performing Arts Employers Association League Europe
88. Perypezye Urbane
89. POGON - Zagreb Center for Independent Culture and Youth
90. Progetto Odradek
91. RAB - Réseau des arts a Bruxelles / BKO - Brussels Kunstenoverleg
92. Région Nord-pas de Calais
93. Relais Culture Europe (France)
94. Res Artis - International Network of Arts Residencies
95. RESEO – European Network for Opera and Dance Education
96. Riksteatern
97. Roberto Cimetta Fund
98. Red de Organizadores de Conciertos Educativos - ROCE
99. SCCA - Centre for Contemporary Arts
100. SICA – Dutch Centre for International Cultural Activities
101. Slovak Film Institute - CCP Slovakia
102. SMartBE (Belgium)
103. SNSP - Syndicat national des scènes publiques
104. SYNDEAC – National Syndicate of Artistic and Cultural Companies
105. Trans Europe Halles - TEH - A European Network of Independent Cultural Centres
106. TILLT
107. Transnational Arts Production (TrAP)
108. UFISC - Union fédérale d'intervention des structures culturelles
109. UNITER - Union of Theatre People of Romania
110. VAN – Voluntary Arts Network
111. Virtueel Platform
112. Visarte - Visual Arts Association Switzerland
113. Visual Artists Ireland
114. VVC - Association of Flemish Culture Centres
115. Wales Arts International

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