



# FINAL REPORT 2014



## 1. Summary

The period covered by this report has been rich in new challenges and accomplishments. The transformation CAE started in 2013 has seen most of the announced changes being put in place, including the adoption of a new mission and related adjustments to the association's objectives and rules. The visible improvements towards higher grades of members' active participation into the association's life are a substantial gain in CAE's attempt to have a structuring impact on the cultural sector and to mobilise society as a whole in support of culture. 2014 has been a year of many internal changes. During the course of the year, the staff was renewed: A new Operations Director was appointed and a new role crucial to the organisation was created. The Community development and Communications Director has the task among others of progressively enabling the network's members to collectively act as a community engaged in consolidating and enhancing the network impact on the public debate and decision making around culture.

At a political level 2014 has been key. The political work has focused on the European elections and the newly elected Commission. CAE put in place the campaign, **Go Vote! Bring a Friend!** that was the coordinated work of more than 20 organisations and achieved very good results in terms of visibility. The campaign had also a repercussion at the national level since many of our members used it to advocate in favour of the inclusion of culture in the programmes of the political parties. CAE also proposed the establishment of an EP intergroup on the impact of EU policies on culture. CAE issued several statements in response to Junker's new Commission structure and nominations. CAE took a strong stand on the appointment of the Commissioner of Education, Culture and Sports with an appreciable impact on the political debate. CAE's point of view was taken up by the MEPs during the Commissioner's designate hearings.

Under the name of "**Beyond the Obvious – from producing things to nurturing social capital**" CAE's 2014 flagship event took place in Newcastle-Gateshead (UK). It gathered 200 activists, campaigners and practitioners as well as leading European level actors around the thought-provoking idea of going beyond the obvious discourse over culture to explore new places and unlock potentials. The conference was also the occasion to test a new branding strategy with the creation of the label **Beyond the Obvious**.

Making use of different symbolic venues of the city, Beyond the Obvious 2014 spread throughout Newcastle Gateshead.

Regarding its membership, in 2014 CAE paved the way to accelerate its expansion, though the results have not yet crystallised. Nevertheless, there is a renewal in the members, with a few organisations being forced to resign due to financial issues but being replaced by new ones. Meanwhile, the consolidation of the network is already visible: the membership is more connected and new participatory processes are in place with an active participation of the members encouraged for all of the activities. The secretariat took part in an extensive number of events organised by members and partners. CAE pursued its objective of being more active and visible beyond the limits of the cultural sector: It took a very active role in the organisation of the second edition of the Citizen's Summit, nurtured the campaign "**Culture 2015 Goals**" that was initially launched in 2103, and further strengthened its partnership with UCGL- Agenda 21 for Culture. CAE published **3 reflection papers, 2 toolkits** that were the result of research, debates and activities carried out throughout the year.

A key part of the work of the year has been to put in place a new strategy for communication and dissemination. CAE has created a new profile, the Community Development and Communication Director, in response to the strategic choice of merging these 2 areas of competence. The decision has been key to achieve a complete revision of the communication strategy, to adapt it to the new needs of the organisation as well as to link it to its membership and partnership expansion strategy.

In conjunction and as a result of that, CAE launched its new web platform. This new platform has been designed to allow connections and "customised" information. The new website enables a more dynamic way of searching and connecting documents and members; it provides a clearer vision of the CAE secretariat and members' activities. CAE has increasingly used social media, though the launch of a new strategy to explore the full capacity is to come in 2015. Despite this conservative approach, CAE's Facebook page reach has increased by an average of 32 daily "likes" reaching an overall number of 29.000+ "likes". And @actforculture, has more than 3.000 followers on Twitter.

## 2. CAE ACTIVITIES 2014 OVERVIEW

CAE's work programme for 2014 focused on a set of activities to tackle the following key trends:

- Decline in cultural participation on Europe
- Degradation of European citizens' sense of wellbeing
- Economic growth at a stand still
- Increasingly fragmented cultural sector.

To address these issues, CAE has put in place a 3-year strategy around the following activities:

1. To initiate a structured cooperation between cultural networks and operators;
2. To foster exchange amongst cultural operators, to support the dissemination of the conceptualisation and outcomes of the project, and to promote the integration of culture in public debate and decision-making process;
3. To strengthen cultural operators' capacity to function in their field of activity and in society as a whole by developing knowledge, exchanges and seminars;
4. To improve the communication strategy and tools for a better dissemination of knowledge and the sharing of CAE's findings with a broader base of stakeholders;
5. To include culture in the public debate and decision making process by acting beyond the cultural sector and engaging with other civil society organisations.

### 2.1 To initiate a structured cooperation between cultural networks and operators

From its original composition (a network of networks) CAE is speeding up its transformation into a much more complex organisation where members, partners and friends can cooperate and through which the members of CAE's members (a very wide

range and number of organisations) can be directly reached and involved by our communications and activity.

### **2.1.1 Lead a High-Level Coordination Group (HLCG)**

The HLCG currently connects the following organisations:

European Network for Opera and Dance Education (RESEO), European Network of Cultural Centres (ENCC), Trans Europe Halles (TEH), European Music Council, European Theatre Convention, FACE, IETM, NEMO, On The Move, ResArtis, European Choral Association-Europa Cantat and Culture Action Europe

This group of networks started working together to exchange, identify suitable working methods and to synergise on communication as a first step to advance on the coordination of respective work plans.

In order to attempt the possible coordination of already existing initiatives around similar topics, the HLCG members set up a focus group on the issue of Measuring the impact of Culture in well-being. As a follow up CAE organised a capacity building seminar entitled “Measuring well being: towards a system of cultural indicators” with the scientific support of Prof. Annalisa Cicerchia. The impact of the connection can be traced in the reflection paper issued by CAE on the topic.

In parallel the Group commissioned a comparative analysis of its participants’ communication strategies and tools to prepare the basis for improvement in the coordination and exchange of information and knowledge dissemination. The study includes the development of a self-assessment form to minimise the threshold requested to collect comparable information concerning the Communication of networks not yet involved in the HLCG.

### **2.1.2 Empower members, expand the network.**

In the course of the project’s first year CAE carried out a wide set of activities to provide the community with tools, knowledge and competences to be better adapted to a changing environment.

In order to understand and master how the European cultural landscape is shaped, to uncover the relations of various communities of practice and to fully exploit the potential

of its unique positioning, CAE analysed the *digital footprints* and the institutional connections known for outside observers of these communities. This has resulted in the building of a very large and dense network map, which has over 20,000 nodes.

Participatory methods of working are being increasingly adopted as a prerequisite for the design of all CAE activities and put into practice during the year (e.g. *Beyond the Obvious 2014* in Newcastle, ARJ winter camp,) including the working methods of the Executive Committee.

CAE delivered capacity building sessions in the framework of *Beyond the Obvious 2014* and the HLCG's work (Measuring well-being: towards a system of cultural indicators). In particular about 200 cultural operators participated in the 3 laboratories offered to *Beyond the Obvious 2014* participants.

A new core position has been integrated in CAE staff – the director of community development and communication – whose central job is to enable the CAE community's interactive participation.

A new web-platform has been implemented under the guidance of the new director. Its data structure allows for the development of advanced functions to support community members to enter a mutual relation on the basis of a common sphere of interests (website thematic clustering).

CAE newsdigest and newsletter, together with the reflection papers provide members and the wider community of cultural operators with relevant information to equip them with knowledge and has positioned them as a reliable contact for their local decision makers.

*Beyond the Obvious 2014* has been key in testing a new approach to membership geographical expansion: by working with local organisations to extend the network locally; by developing new partnerships with local organisations; by amplifying UK members' capacity to partner with local and national organisations and to represent a legitimate point of reference for other national and regional cultural players.

## **2.2 Foster exchanges between cultural and other European actors.**

This activity has been dedicated to enhance the exchange between both cultural and other European actors and as a spill over effect to putting culture at the heart of the decision

making process. It includes the participation, co-production and direct production of more than 20 public events of medium and large scale across Europe

### **2.2.1 Participate in key events across Europe**

CAE representatives and primarily the Secretary General have participated in members' events as well as in conferences organised by the EC, the Presidencies of the European Council, the European Cultural Foundation, Civil Society Contact Group (CSCG), the European Economic and Social Committee (EESC Group) and all relevant partners. CAE's participation has been mainly as a speaker and is part of its communication and dissemination strategy. These contributions have enabled knowledge building and dissemination, have permitted the association to explore shared initiatives, and helped to transmit the project's essential messages. It has been also an occasion for checking with the community the progresses in terms of reflection and on-going research. CAE has always given priority to those events taking place in geographical areas where the organisation's reach is more modest as a means to expand but specially to convey the rationale behind the project.

The following list is not exhaustive but enumerates the most relevant events in which CAE has actively engaged within the project period as planned:

- « The Future is not what it used to be » organised by TEH in Amsterdam, 2-4 April 2014 (Secretary General presentation)
- « Cultural Policy in Europe » - RAI, Venice, 4 April 2014 (Secretary General presentation)
- « Cultura e creatività - Laboratorio Urbano », Università' di Bologna, Bologna, 8 April 2014 (Secretary General presentation)
- « Culture in the City », EC representation in Kosovo, Pristina, 9 May (Secretary General presentation)
- «Residency Programmes Forum», Pogon, Zagreb, 5-6 June 2014 (Secretary General presentation)
- Platform Exchange on Culture and Digitisation "Creating an enabling environment for digital culture and for empowering citizens" Baku – Azerbaijan, 4-5 July 2014, Council of Europe (Secretary General session moderation and conclusion)

- « Quelle politique culturelle pour quel espace Euromed? », Relais culture Europe, Paris, 10-11 September 2014 (Secretary General presentation and conclusions)
- « Patrimonio culturale come bene comune. Verso una governance partecipativa del patrimonio culturale del terzo millennio », Torino, 23-24 September 2014, Italian Presidency of the Semester (Secretary General presentation)
- IETM Autumn Plenary Meeting, in Sofia (BG) 16-19 October 2014
- “Cultural Heritage as a Strategic Resource for a Sustainable Europe”, Policy event, Rome 23 October, Europa Nostra (Secretary General presentation)
- «Cultura e Creatività tra politiche urbane e valorizzazione territoriale nello spazio Euromediterraneo» Ravello Lab – Federculture e Ministero Beni Culturali, EUROMED 24-25 October 2014 (Secretary General presentation)
- «International Meeting of Art Factories», Barcelona 29-30-31 October 2014 (chairman presentation)
- «Facets of Culture in the Eastern Partnership: Achievements & Challenges» Second Regional Conference of the Eastern Partnership Culture Programme in Kyiv, Ukraine. 05-07 November 2014 (Secretary General presentation)
- «Starting up an International network or cooperation in the field of Youth, Arts and Society» - Vitamine C Brussels, 06-07 November 2014 (director of operations presentation)
- «International Mobility for Young Artists» Milan, 12-13 November 2014, Italian Presidency of the Semester (Secretary General presentation)
- «European Citizens’ Laboratory for Empowerment: CiTies Shared (Final event)» ECLECTIS, Dédale, Brussels 11 December 2014, (Secretary General presentation)
- «Strati della Cultura ‘Culture Jobs’ UCCA - Unione dei Circoli del Cinema dell'Archi, Congresso Nazionale» Ferrara, 11-12-13 December 2014 (Secretary General presentation)
- Malta meeting of network secretary generals, La Valletta, Malta, 28-30 January 2014 (Secretary General speech)
- «The art of valuing: between evident and evidence-based», IETM Satellite in Brussels, 17-18/02/2014 (Secretary General presentation)
- Spring Conference, Ostersund, 4-5 February 2015 (Secretary General presentation).

On top of the abovementioned activities, the CAE secretariat and board members took part in several events as guests, speakers and panelists throughout the year. Different types of presentations and topics have been used, adapting the level of complexity to better reach audiences and raise awareness.

### 2.2.2 Co-host 2 European debates with BOZAR Centre for Fine Arts (BE)

CAE and BOZAR launched a series of debates to investigate and raise awareness on the role of culture in a changing political, social and economic context. The events concept and format have been designed to allow for an in depth conversation between the panellists and the audience in search of less superficial exchanges and to have more impact on selected audiences. The format included an introduction and closing remarks by CAE with the purpose of linking the different events on the basis of the project's assumption and objectives as well as to cross reference to the conversation

2 debates were co-organised as planned:

- **“The Role of Creation in Times of Turbulence”** took place in Brussels in May 2014 during the Greek presidency. Taking the exhibition "No country for young men" as the starting point, this debate presented by Culture Action Europe and BOZAR invited participants to reflect on the impact of social and political turbulence on creation, the role of artists in times of crises, but also in general, on the role of artists in society.

The debate was moderated by Claire Fox (UK), Director of the Institute of Ideas. Invited panelists were Giovanna Melandri, Former Italian Minister of Culture, Chairwoman of MAXXI and the Uman Foundation, Antonis Pittas, Greek artist and Katherine Watson, Director of the European Cultural Foundation.

- The second debate **“The City is Us, From Listening to Engaging Citizens In Transforming Their Cities”** took place in December 2014 during the Italian presidency. Through the experiences of the bidding process for the European Capital of Culture 2019 in Italy, local authorities and citizens learnt what it takes to design and manage processes that can transform cities from within **with the active participation of citizens**. The key figures of 4 finalist cities shared their experiences and views. Moderated by Paolo Naldini (Director, Cittadellarte - Fondazione Pistoletto) the conversation involved Airan Berg (Artistic Director of Lecce 2019), Nadia Carboni (Project Manager of Ravenna 2019),

Pierluigi Sacco (Director of Siena 2019) and Paolo Verri (Director of Matera 2019) as panelists.

### 2.2.3 Co-organise 3 regional debates on the role of culture in shaping sustainable societies in the urban environment.

#### Description of the activity

In partnership with 3 of its members, CAE co-organised 3 events to discuss the key role that culture plays in building sustainable societies:

- *Reinventing cultural policies*: European Lab 2014, Lyon. 27 May 2014. In the framework of Nuits Sonores - CAE member ArtyFarty's major event - this gathering was the first visible result of a very close partnership between Culture Action, Europe Agenda 21 for Culture – UCLG, Eurocities and the collaboration between CAE and its members. The organisations gathered to reflect collectively on the role of culture in Europe and the cities of tomorrow. Deputy majors in charge of culture in European cities could exchange at large their experiences under the framework of the European Labs.
- A debate on *Urban regeneration through culture* in Timisoara. 18 June 2014 Building on its unique position as a key actor in the European cultural sector, CAE co-organised with its member Cubic Meter a debate on the role of Culture as a key element for urban development. This activity was included in the strategy that CubicMeter is developing on behalf of the city of Timisoara to build the city's candidature to European Capital of Culture in 2021.
- *Culture and urban development meeting* in Athens, Greece, 27-28 February 2015. For this event, CAE created a new format to tackle the issue of Culture and Urban development in Greece. By building a physical itinerary connecting 60 actors, from cultural activists to local and national authorities, CAE was able to picture their needs. The possibility of understanding their ecosystems enabled a mapping of the relevant actors of the cultural sector. Policy issues, socio economic context and recent transformation as well as their relationship with other European cultural realities and the European institutions were the drivers of this policy-focused event. CAE explored on the role of the independent cultural scene in the development of the city in collaboration with the British Council in Greece and Agenda 21C,

#### 2.2.4 Organise *Beyond the Obvious Conference* and AGM in Newcastle.

Under the name of “**Beyond the Obvious – from producing things to nurturing social capital**” – *Beyond the Obvious 2014* CAE run in Newcastle its yearly conference. This flagship event gathered over 250 operators, activists and campaigners as well as leading figures of the European institutions. *Beyond the Obvious 2014* had a thought-provoking aim: to look beyond the obvious to explore the future borders and edges of culture and move beyond those conventional assumptions, beliefs and practices that impede the contribution of culture to social and economic regeneration at a local, national and European level. This conference was also the occasion to test a new branding strategy with the creation of the label *Beyond the Obvious*. Making use of different venues, *Beyond the Obvious 2014* spread through the city of Newcastle. CAE team partnered with 2 members: Contemporary Visual Artist Network and Isis Arts to organise this event.

Different tailor made formats were designed for speeches and conversations to structure participatory processes enabling participants to exchange at length, seek for convergences, develop partnerships, and build a common discourse.

CAE’s Annual General Meeting was held on the first day. It was the place for members to discuss on statutory business, the work plan and accounts were approved and a new voting system was discussed and eventually adopted.

Chris Csikszentmihalyi’s keynote lecture inaugurated the conference at the Newcastle University on “Arts and Culture in an Age of Cheap Communication”.

Under the name of CAE Labs, participants were offered interactive working sessions on:

- Measuring the impact of culture in societies: **Is this only about numbers?** With Robert Manchin (Sociologist, former Managing Director, The Gallup Organization Europe), Annalisa Cicerchia (Università Roma Tor Vergata) and Malin Dahle (Project Coordinator and Researcher at ideas2evidence)
- **Transformative Culture for Transformative Cities.** With Jordi Pascual (Coordinator, “Agenda 21 for culture” of UCGL), Catherine Cullen (President, UCLG)

Culture Committee), Emina Visnic (Director, Pogon), Ferdinand Richard (Chairman, Cimetta Fund | Founding Director of AMI)

- Understanding new business and social security models for the cultural sector: **The Next Rules for The Next Wave**. With Cristina Da Milano (President, ECCOM Italy), Doro Siepel (Director, Theater Zuidplein, Rotterdam), Giulio Stumpo (Secretary General, ECCOM Italy), Ines Camara (President, Mapa das Ideias, Lisboa) and Rich Hadley (Coordinator, Audiences Europe Network).

These labs were followed by plenaries:

The first one, **Challenging The Prototype: a conversation about social risk protection for freelance cultural workers** was held between Suzanne Capiou (Lawyer at the Brussels bar) and Walter Zampieri (Head of Culture Policy and Intercultural Dialogue of the European Commission- DGEAC) and moderated by CAE's Secretary General.

To close the day, a wrap up session was facilitated by Mercedes Giovinnazzo as well as the laboratory discussion leader.

Julie Ward, MEP and member of the Culture Committee of the Parliament provided the audience with insight on the importance of the participation of civil society in European political life, providing detailed facts on the European Parliament Culture and Education Committee proceedings both to inform and to enhance cultural operators' capacity to impact the EP agenda.

The immediate follow up of the conference was a pilot event fully dedicated to enhancing the coordination of ground organisations and networks. On the same line of working, the conference was the occasion to test a new way of connecting with local organisations. For the first time these organisations were responsible of organising ground teams and were directly linked to the work achieved by the secretariat.

### **2.3 Strengthened cultural operators' capacity to function in their field and in society at large**

This activity focused on building the operators' capacity to function in their field and in society as a whole. It includes several actions to generate research, data collection methods and incorporates labs/training activities related to the chosen themes. The activity was divided into different topics: Measuring the impact of the arts in society, audience development, the sharing economy, transnational mobility and rights.

### **2.3.1 Measure the impact of the arts in society.**

CAE addressed this issue by drafting and publishing a proposal to set up an appropriate system of indicators and data collection.

A team of senior researchers from the ISTAT and the Gallup Organisation has completed the first steps of the scientific study that will eventually lead to the setting up of the system of indicators. During this period they have participated in working sessions with the team but also with a focus group to which they delivered a seminar entitled **Measuring the Impacts of Arts in the Society (July 2014)**. As a first step they collected and reviewed relevant publications and literature on the topic, this was circulated and discussed to become the first draft of a proposition paper. As part of the capacity building aimed at strengthening the sector's capacity, two half-day laboratory discussions was held at *Beyond the Obvious 2014. Is this only about numbers?* With Robert Manchin (Sociologist, former Managing Director, The Gallup Organization Europe), Annalisa Cicerchia (Università Roma Tor Vergata) and Malin Dahle (Project Coordinator and Researcher at ideas2evidence).

At the end of the period a review /reflection paper with an overview of the results was produced: **Paper on Culture and Well-being "Theory, methodology and other challenges: an itinerary"**. Assessing the impact of culture on well-being is key for the cultural sector. **Culture and Wellbeing "theory, methodology and other challenges"** is the first attempt of CAE to approach this issue. This paper is a journey through the framework of the measurement of the changes produced by culture in people's life. It highlights the theory (including definitions, literature and resources), extracts the conclusions of the lab held during the annual conference (**Is this only about numbers?** with Robert Manchin, Annalisa Cicerchia and Malin Dahle) and works on a model for an effective methodology to collect comparable data. it is followed by a

chapter on how to test the methodology, explaining what will be the next steps of this project that is vital to the cultural sector. The annex provides with a full bibliography of resources for organisations and individuals interested by the topic.

### **2.3.2 Provide analytics to support appropriate audience development strategies by exploring the link between cultural participation and well-being.**

With this activity, CAE has tackled the issue of audience development from a data analysis perspective. The long-term aim is to provide support in the design of new strategies combining reliable knowledge of the social context and cultural participation. The first has been dedicated to analyse the existing data (Eurobarometer and well-being), provide an interpretation of the evidences, outline the potential and the limits related to the quality of the available data and draft the features of an interactive and customizable dashboard to be released.

To tackle this issue the team has analysed the correlation between cultural participation and well-being to later produce a reflection paper **“Cultural (non) participation in EU countries. Using evidences from Eurobarometer and notions related to well-being to better understand and help shaping strategies”**. The description of the available information and the format of the data tables are meant to help practitioners formulate strategic questions and serve as an evidence-base for analysing how to expand the audience in different segments of their respective societies. Besides and in order for operators to fully understand the issue, they have made available selected source data from the Eurobarometer to understand participation in culture at a European level. On top and as described in activity 2.4 they have delivered a half-day laboratory dedicated to the challenges in audience development *in Beyond the Obvious 2014* (see Activity 3.2.4). **Is this only about numbers?** With Robert Manchin (Sociologist, former Managing Director, The Gallup Organization Europe), Annalisa Cicerchia (Università Roma Tor Vergata) and Malin Dahle (Project Coordinator and Researcher at ideas2evidence)

### **2.3.3 Make recommendations to local authorities about the role of culture in urban strategy and policies.**

CAE gathered research, best practice, and data to promote the role of culture in shaping sustainable societies by integrating cultural needs in local authorities strategies for development. On top of co-organising 3 extensive public debates on the topic (activity 2.2.3) and holding meetings with A21C within the project framework. These activities have been complemented by the production of the lab **Transformative Culture for Transformative Cities** (see Activity 2.2.4). With the inclusion of the results of the lab, UCGL published “**Culture 21: Actions. The meaning and relevance of Agenda 21 for Culture new recommendations for the Culture and the Civil Societies**” that incorporates the revised A21C recommendations, later approved as “**Culture 21:Actions**”. These recommendations propose a framework for cultural/civil society networks to share, discuss and advocate with local governments. The paper includes a set of commitments, organised under 9 thematic areas. Each area includes a range of specific policies and measures that should be put in place at local level. CAE joined the Advisory Board of Qualified representatives of the European Cultural Sector to learn and discuss with Agenda 21 for Culture the revised guidelines for the local government to integrate culture in their developmental strategies and policy. As a result, proposals for inserting a ‘cultural impact assessment’ kit and a ‘cultural rights’ approach into the development of A21C revised recommendation were shared, discussed and incorporated of the initiative ‘Culture for cities and regions’ implemented by Eurocities in partnership with KEA-European Affairs and ERRIN. Finally together with A21C, CAE shortlisted 25 cities as possible hosts for an in-depth collaboration between local governments, professionals and civil society to implement Culture 21: Actions. A subset of these will be jointly chosen for piloting the Culture 21:Action in 2015-16.

#### ***2.3.4 Setting up new business models based on the sharing economy for the cultural sector:***

Together with some of its members with the due expertise, CAE has started working on possibilities that the Sharing Economy offers to the Cultural Sector. CAE started scouting for experiences across Europe. The team selected the relevant stakeholders to analyse, got in contact with them and invited them to a training session to be held in the framework of Beyond the Obvious 2014. The name of the lab was **Next Rules for the Next Wave**. As a result of the work achieved during the year and of an extensive research CAE published the toolkit “**The shift, the networked economy, the cultural sector and beyond**”

curated by Cristina da Milano (ECCOM), CAE's scientific advisor. Articulated in 8 chapters, the toolkit addresses both from a theoretical and a hands-on practical point of view relevant questions that emerged as crucial in the cultural operators' approaches: how big is the "sharing" opportunity for me/my organisation? How much experience/knowledge/capability does my organisation have in dealing with this issue? Where do opportunities really lie for you as a sector and as individuals? What does it really take to make it work? What are the most difficult challenges for transforming this opportunity into a concrete one? What can be the catalyst element that can really make a difference and that can boost these processes? Fundamental concepts for new business models in the digital economy such as creative partnerships, open data, crowdfunding and evaluation models are introduced as well, in such ways that most cultural operators can easily grasp them.

### **3.3.5 Support the international circulation of artists through a study of EU's social security systems**

The issue of international circulation of artists is a relevant topic for many of CAE's members. Thanks to their active engagement, CAE pooled a variety of competences and liaisons that are required to tackle this subject. This has resulted in the creation of an expert group of researchers, practitioners, representatives of worker unions and atypical workers and self-employed associations. In parallel CAE focused on health related risks (illness, professional injury, occupational disease, long term care, bearing and giving birth to a child) as a case study and brokered an agreement between the different stakeholders on the scope and "boundaries" (countries and questions to be asked/analysed) of the study. Once this was achieved we started collecting verified knowledge (interviews with experts) regarding the formal framework (legislation and system) in place, structured the data and begun comparing situations of the following countries: Belgium, Germany, Hungary and Sweden. To complete the study of health related risks we have conducted a survey involving over 1.700 cultural practitioners to verify discrepancies between the formal framework and the actual situation on the ground, as it is known/perceived by the SSS potential beneficiaries. To conclude a seminar was held and the results have been compiled in a report with the outstanding issues and findings

### **2.3.6 Advanced the fulfillment of human and social rights**

The Arts, Rights and Justice is an independent working group of cultural networks and organisations (members and non members) hosted by CAE to work on the topic. The activity of this group has focused on aggregating relevant literature, making recommendations for public policy and disseminating good practices. As a result, the **toolkit “train the presenters”** has been developed, updated and published. Moreover the group advocates for raising awareness of violations and supportive legislation with European Institutions, participated and coordinated amongst its members campaigns of reaction against freedom of expression violations and illustrated its work in Beyond the Obvious 2014. A section of CAE’s new website has been developed to host the working group communication. Finally a 2 day seminar “ARJ Winter Camp” was held in Brussels (BE) on January 22 & 23 2015.

### **2.4 Communicate and disseminate knowledge**

This activity is dedicated to the dissemination of messages, knowledge, and information through CAE’s traditional media activity. It also includes the development of a fully new website that is structured to enable the collection and research of information and knowledge, according to criteria and modalities reflecting the inner logic of the project and its contribution to CAE’s overall strategy.

Firstly, CAE performed a full revision of its contact lists and database to clean them from obsolete contacts and redefine the clustering based on the project’s objectives and conceptual structure. By doing so, a better-targeted communication was made possible as well as a measured improved redemption of the messaging. On the other hand and more importantly, the interaction substantially increased from 46% of openings to 55%. In absolute terms, the results are even more encouraging: from an opening rate of 16.000 contacts on average, the rate has increased to reach 18.000 openings. From a first analysis of the cleaned database, many of these contacts are directly linked to organisations that are interested and willing to re-use and share CAE news/information/statements/documents through their contacts and media channels, reaching a much higher number of contacts in Europe and beyond. In CAE’s contact lists and direct relationships/partnerships, indeed, there are major European civil society

organisations (such as “Civil Society Contact Group”), wide international organisations (such as “IFACCA” or “Agenda 21 for Culture – UCLG”) that act as multipliers of CAE communication.

The milestone for the communications strategy has been the launch of the new digital platform with a complete new structure and organisation of content. The new website is the tool that structures CAE’s communication and dissemination of news, events, content and knowledge production. It is also the point of reference to find information relevant to all segment of CAE’s enlarged community. The new website clusters information according to people’s preferences and interests. This new tool has considerably reduced the fragmentation of the information available while enabling a user-friendly navigation. An improved section dedicated to display CAE members’ details enables them to find themselves both through a geographical map and via information illustrating the activity and “nature” of each of them. The platform also links activities, news from CAE, its networks and a wider community. A set of relevant information from across the world is now available to anybody wishing to learn about it.

The traditional CAE communication tools, the newsletter and newsdigest have been completely redesigned after conducting a survey, polling its wider community and as a result of the networks’ communication analysis produced within the HLCG. This study has also allowed us to explore synergies with the rest of the networks and have a more accurate understanding of the different systems.

Social media (namely Facebook and Twitter) have been used in a more traditional way, allowing CAE to perform a step-by-step implementation of the new strategy. Despite this, and thanks to CAE’s participation/organisation of events and activities, Facebook users have increased constantly at the rate of 32 likes per day for a total increase of about 10.500 in the period and so have Twitter followers (3.000+). To fully understand the potential for communication and dissemination and the reach that the organisation can have through our extended community, an act, aim to convey messages that are part of a coherent approach that support this community development.

## **2.5 Act beyond the cultural sector to engage with other representatives of civil society**

This leg of the work plan is tackled through the development of a wide range of relationships with other civil society organisations and institutions involved in the setting of the political agenda and public debate. These relationships are developed by co-producing initiatives such as the European Citizens Summit, participating in debates, personal exchanges, campaigning with other worldwide networks for the integration of culture in the UN post MDG objectives (SDG), advocating at the highest level of the EU institutions (the EP, the EC, ...), partnering with local authorities, international and European associations and so on.

### **2.5.1 Developed a dialogue with other members of civil society through the Civic Society Contact Group (CSCG) and others similar civil society hubs.**

CAE as part of the Civil Society Contact Group was one of the main contributors to the conception and organisation of the “**Citizens’ Summit**” in Brussels. The Civil Society Contact Group organised the first Citizens’ Summit in June 2013 in parallel to the European Summit of Heads of State. For its second edition, and as a follow-up to the Parliamentary Elections, the Civil Society Contact Group created a European Citizens’ Summit under the following title: **Beyond Europe’s growth obsession: rights, justice and democracy for all**. The event was tightly linked to the revision of the EU2020 strategy. Between the 23 & 24 of September a large marquee on the European Parliament’s esplanade became a space of discussion and dialogue for over 380 attendants. From education to gender equality, development, global justice public health, environment and culture were the chosen topics to engage the civil society as well as representatives of European institutions to discuss and to create an alternate vision on a transition to a fairer world model.

The first day of the 2014 European Citizens’ Summit was a critical assessment of the Europe 2020 growth strategy and explored alternative narratives to this growth obsession. Instead of the traditional topical structuring of the debate, the Summit used overarching, cross-sectorial and systemic challenges as guiding lines of the discussion.

The discussion was structured around the following 4 themes:

- **Wealth and distribution** - *What is the architecture of redistribution from the poor to the rich, from the “Global South” to the “Global North” and from public to*

*private assets that contributes to increasing inequalities? What is the role of the EU in this system?*

- **Values and ideology** – *How can we move from consumption and competition based societies to a Europe of cooperation and well-being? How to bring back a collective sense of belonging, living together and shared values for now and a sustainable future?*
- **Power and democracy** – *How can we strengthen European democracy and accountability? How to address cooperate power concentration and secrecy in political processes, such as the TTIP negotiations?*
- **Common public goods** – *How to regain control of the Commons such as water, education, health, information, environment, culture or public space?*

The second day was a space for citizens' to dialogue with 12 elected MEPs in relatively small groups. It was the opportunity to discuss their programmes with the MEPs and the priorities behind them. Susan George made a compelling case for the lack of transparency around the Transatlantic Trade and Investment Partnership negotiations (TTIP) on her keynote. To conclude, the directors of the 8 organisers' social platforms shared their learning and reflections with the participants.

### 2.5.2 Acting with international organisations

The campaign "Culture 2015 Goals" was launched in 2103 by IFACCA, Agenda 21 for culture, IFCCD, Culture Action Europe, International Music Council, Arterial Network, International Council on Monuments and Sites, International Federation of Library Associations and Institutions, Red Latinoamericana de Arte y Transformación Social, to include Culture in the millennium goals post-2015. Campaign milestones were:

- February 2015 - Recognising the role of culture to strengthen the UN post-2015 development agenda: **Proposals on Indicators: English - Spanish - French**
- January 2015 - **Response** from the leaders of the "The Future We Want Includes Culture" campaign to the UN Secretary General Synthesis Report on the post-2015 development agenda.
- December 2014 - We have reached **+2000 Signatures** including more than 800 organizations!

- December 2014 - UN Secretary General Synthesis Report "**The Road to Dignity by 2030**", recognizes the enabling role of culture:  
*"We must also mobilize the power of culture in the transformative change we seek. Our world is a remarkable mosaic of diverse cultures, informing our evolving understanding of sustainable development. We still have much to learn from cultures as we build the world we want. If we are to succeed, the new agenda cannot remain the exclusive domain of institutions and governments. It must be embraced by people. Culture, in different aspects, will thus be an important force in supporting the new agenda."* (Para. 132)<sup>1</sup>
- November 2014 - The **Red Latinoamericana de Arte y Transformación Social** (Latin American network for the art and social transformation) joins other global networks in the Culture as Goal campaign.
- June 25 - We have reached 1700 Signatures from 120 Countries!
- June 10 - We have sent a **Letter** to the Co-Chairs of the Open Working Group on Sustainable Development Goals.
- May/June - <http://www.culture2015goal.net/> website was developed to support the campaign in 3 languages
- Declaration on the inclusion of Culture in the Sustainable development goals May 1, 2014.

Besides this milestone a continuous flow of exchange of views the campaign promoters also took part into various consultations promoted by the UN in the framework of the preparatory negotiations for the SDG.

In parallel, the coalition behind "Culture as a Goal" campaign advanced a proposal for indicators on culture measurement to be included among those adopted by the UN to assess the SDG progresses.

Finally, CAE participated in events organised by the Council of Europe (see activity 2.2.1) and has been awarded with an observer statute to the Steering Committee for Culture,

Heritage, and Landscape (CDCPP) and is continuously invited to join CoE initiatives on cultural rights.

### **2.5.3 Influenced the agenda of EU Institutions to enhance the priority given to culture, focusing particularly on the European elections in 2014 and the review of the EU 2020 strategy.**

2014 has been a very interesting yet challenging year when it comes to the European institutions. The European elections in 2014, the new Commission and the review of the EU2020 strategy have been CAE's priorities.

CAE's goal of putting culture at the heart of the decision making was given special visibility at the wake of the European elections. Besides its regular meetings with MEPs and liaising with the Parliamentary Groups, CAE developed a very active strategy for the European Elections and the designation of the new Commission.

#### **The European Elections:**

- The election Committee

As part of the preparation for the European Elections of May 2014, CAE scouted the candidates that would be potentially interested in Culture. 43 politicians from 18 Member States of 5 political groups were shortlisted. From this 43 candidates 28 were eventually elected. Besides these 28 MEPs, Marianne Thyssen later became Commissioner for Employment, Social Affairs, Skills and Labour Mobility. Four of these MEPs are now members of the CULT committee. One of them, Silvia Costa, is now its president and Helga Trüpel its vice-president. Since their election, CAE had regular meetings and exchanges with the new Committee and notably with its president.

With regard to the new European Commission, CAE was very active before and during the appointment of Juncker's commission. During this period CAE issued 4 statements that were widely backed by the sector. Culture Action Europe was the voice of the cultural sector and its arguments were taken into consideration by the MEPs when questioning the Commissioner designate during the hearings.

- Manifesto and Elections Toolkit

CAE understood the importance of setting up an early starting strategy and to involve as many organisations as possible in order to achieve the best possible results for the inclusion of culture in the agenda of both the European Parliament and the Commission.

The timeline of the actions in the framework of the European elections was the following:

- January and earlier: first publication of the toolkit (available in EN & FR) and sending out of the manifesto (available in EN, FR, IT, RO)
- *GO Vote! Bring a friend* campaign. Launched with other European networks in April
- CAE France: Letter to French candidates with manifesto
- CAE Italy: meeting with Italian candidates on 19 May in Rome
- Call for the establishment of an EP intergroup on culture
- Throughout the campaign: focus of our communication tools on the Elections

CAE produced the toolkit **“Europe is a peace project, not just a form of government!”** to prepare citizens and organisations as well as possible to pitch for the inclusion of culture in the agenda of the European institutions. The toolkit included a general introduction with the description of the context and the changes introduced by the Lisbon Treaty. The second part of the toolkit consisted of key arguments, examples of actions according to the system in place in the different countries, a political calendar and useful links and contacts.

In the meantime, CAE launched a Manifesto “Culture Action Europe’s appeal for the European Elections 2014”. It was a call to the European Political parties and groups to present a real vision for Europe accompanied by a credible project and to integrate the civil society into the decision-making processes of their programmes’ development. Candidates and future MEPs were asked to be transparent and clearly state their affiliation to parties and to address the role of culture and its role in sustainable development. It was also the occasion to present the proposal of the Intergroup dedicated to promote the integration of culture as a primary resource for sustainable development. Finally it urged all of them to encourage the inclusion of a cultural impact assessment prior to the adoption of policies, to implement international engagement in the domains of culture and heritage and to integrate the civil society in the decision-making processes.

In coordination with 20 networks, the organisation launched the campaign **Go Vote! Bring a Friend!** This campaign contained a revision of the toolkit **“European**

**Elections 2014. Europe is a cultural peace project not just a form of government”** to include it in the **Go vote! Bring a friend Campaign**. Beside the partnership with ECF, the networks CAE linked with for the launch of this were: FACE – Fresh Arts Coalition Europe, TEH – Trans Europe Halles, OTM – On the Move, IETM – international network for contemporary performing arts, NEMO – Network of European Museum Organisations, EMC – European Music Council, ETC – European Theatre Convention, RESEO – European Network for Opera and Dance Education, Europa Nostra, European Choral Association-Europa Cantat, Res Artis, ACCR – Association des centres culturels de rencontres, ECF – European Cultural Foundation, ELIA – European League of Institutes of the Arts, ENCATC – European Network of Cultural Administration Training Centers, ECHO – European Concert Hall Organisation, EMCY – European Union of Music Competitions for Youth, Eurozine, ROOTS & ROUTES International Association, Kunsten '92, Banlieues d'Europe, NCK – Nordic Centre of Heritage Learning and Creativity. Culture Action Europe sent it to over 27.000 subscribers, the campaign was visited on the website 9.826 times and seen by 8.300 people on CAE's Facebook page. Among the many initiatives promoted by CAE members to spread the Manifesto and demand to EP candidates, two were coordinated at national level. CAE's French members contacted several candidates to advocate the CAE's manifesto (may 5, 2014) and CAE representative's took part as invited speaker in 2 national events organised by the French Socialist Party and PSE in Lille (May 5, 2014) and by Europe Ecologie les Verts in Paris (May 6, 2014). The Italian members of CAE organised a meeting with their national MEPs (May 19, 2014) and several informal exchanges followed up. Meanwhile CAE actively advocated for the inclusion of Culture in the political programs of the major political families.

CAE also worked extensively for the establishment of an intergroup on the impact of EU policy and legislation on culture. After mapping the potential members of the intergroup (62), a concept paper was launched outlining the importance of culture in ensuring the societal wellbeing. It stressed the fact that this idea should be core in the work of not just all EP committees but also in connection to the work of other EU and international bodies. CAE lobbying unfortunately did not succeed to gain the necessary quorum in the final vote despite having received support by 37 MEPs from 4 different groups and having been

shortlisted among the hundreds presented by the major parliamentary groups EPP and S&D.

#### The Commission

With regard to the new European Commission, CAE was very actively involved during the appointments of Juncker's commission. During this period, CAE issued four statements that were widely backed by the sector. The role of Culture Action Europe as the voice of the cultural sector was listened to by the MEPs who took it into consideration during the hearings of the Commissioner designate.

#### EU2020 strategy

As explained in the previous activity CAE coordinated the cultural sector's response to the EU2020 open consultation launched by the European Commission. It did so by agreeing upon a common strategy with the rest of the representatives of the Civil Society organisations. By doing so, the inclusion of culture in the revision of the EU2020 strategy was backed by other sectors such as the environmental and public health sector among others. Since, CAE has been following up on the positions adopted regarding this revision of the strategy.

CAE took part in 2014 Semester Presidencies' activities whose conclusions echoed the approach to culture to which CAE advocates for (e.g. the Conclusion on cultural heritage - Council of the EU - May 2014 and the Conclusions of the Italian Presidency as well as the priorities for the next year's European Commission work plan and the Open Method of Coordination)

CAE participated in the Presidencies promoted events: Milan, "International Mobility for young Artists" and Athens on Heritage (See activity 2.4).



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