



The political platform
for Arts and Culture

CULTURE ACTION EUROPE ANNUAL REPORT 2011

Table of contents	Page
Foreword	3
1. ACTIVITIES 2011	4
1.1 CAMPAIGN	
1.2. POLICY WORK	
1.3. PARTNERSHIPS AND REPRESENTATION	
1.4. PARTICIPATION IN PROJECTS	
2. COMMUNICATIONS 2011	10
2.1. NEWS DIGEST	
2.2. NEWSLETTER	
2.3. WEBSITE	
3. MEMBERSHIP 2011	11
3.1. AGM	
3.2. PARTNERING WITH MEMBERS	
Annexes	13
I. List of Activities - Highlights 2011	
II. Financial report 2011	
III. List of Executive Committee members and CAE's staff 2011	
IV. List of CAE's members 2011	

Foreword from the President

Following the planning and launch in 2010 of the campaign '*we are more – act for culture in Europe*', 2011 was the first year when the campaign ran in full gear. As a result, the 2011 work programme of Culture Action Europe (hereinafter CAE) focused on the further development of its Europe-wide arts advocacy campaign set up in strategic partnership with the European Cultural Foundation. Alongside the activities linked to the campaign, the organisation continued to deliver its communication and membership services, as well as deepen its expertise in the field of European cultural policy.

With the first campaign position papers and mobilization and visibility tools in place, the campaign entered a new phase in 2011 with a strong focus on its development. Tools to support mobilization and outreach were designed and an online manifesto was launched in February 2011. Advocacy tools were developed in the form of a campaign 'Message book' – an advocacy toolkit for campaign supporters. In addition, several events were carried out in collaboration with the Polish EU Presidency and the setting up of national coordination groups for the campaign was also further sustained. Concerning the overarching goal of the campaign (ensuring that the EU contribution to culture is explicit and with a stronger financial envelope), CAE published a statement on the next long-term EU budget, known as the Multiannual Financial Framework (MFF). Over the year, CAE produced 3 campaign-linked policy briefings for its members; on the MFF and the two campaign demands on the Culture Programme and Structural Funds. Concerning the specific campaign demand on the next Culture Programme, CAE published a detailed Culture Programme position paper in the beginning of the year. Once the EC proposal on Creative Europe was made public in November 2011, CAE also provided its members with a briefing-note and consulted them in order to draft a campaign statement, which was finalized in February 2012. Concerning the campaign demand on the Structural Funds, CAE contributed to the EC consultation on the 5th cohesion report and later also sent a briefing to its members.

In 2011, CAE also continued to deliver targeted communications on issues relevant to the ongoing negotiations on the next EU budget. Also, 5 newsletters and 16 editions of the bi-weekly News Digests were released during the year.

CAE's efforts to increase its membership resulted in 13 new members, thus bringing the total membership to 116 by the end of the year: CAE's members consist of cultural organisations, international and European networks, and arm's-length bodies from more than 14 artistic disciplines in 22 EU Member States and beyond. Membership of CAE's members reaches a total of more than 80.000 cultural organisations in 2011.

Work with members and the sector was also pursued through CAE's participation in 3 public events and several members' meetings which contributed to raise awareness around urgent EU cultural policy issues, develop appropriate and coordinated responses to EU policy initiatives on behalf of its members and improve members' advocacy skills. These activities also raised the organisation's overall visibility and helped strengthen its relationships and alliances with key policy makers in the European Parliament, DG EAC and the Committee of the Regions. Throughout the year, CAE also continued to play an active role in the Civil Society Contact Group and, specifically, in its working group on the future EU global budget. Finally, CAE continued its active participation in the three platforms of the structured dialogue process.

The good results of the campaign as well as of the multiple activities we engaged in throughout the year, the growing number of members, subscriptions to the newsletter and inquiries for partnerships that the organisation has received, confirms that CAE plays a key role in advocating for the arts and culture in Europe and is seen as a reference by the sector.

The annual report highlights Culture Action Europe's activities in 2011. We hope that you find the information enclosed interesting and that you will actively support our organization in its continued efforts to indeed prove that *we are more!*



Mercedes Giovinazzo
Chair of the Executive Committee

1. ACTIVITIES 2011

1. 1. CAMPAIGN



In the context of the negotiations and adoption of the post-2013 EU budget and programmes, Culture Action Europe concentrated its activities in 2011 on the running of the Europe-wide arts advocacy campaign entitled *we are more – act for culture in Europe* aiming at influencing the negotiation process for the benefit of access to culture and the cultural sector.

By the end of 2011, more than 21,000 people had signed the online manifesto that was launched in February 2011, and the campaign had more than 6,000 friends on Facebook. Thanks to the precious help of volunteering organisations and dedicated individuals, campaign material had been translated to more than 30 languages by the end of the year. Organisations within and beyond the membership mobilised to organize a number of highly visible campaign events of which the biggest in 2011 was the international *we are more* conference in Sopot, Poland, in July 2011.

Thanks to the campaign, CAE has established relationships with a great number of dedicated organisations and committed individuals that reach far beyond its membership. This critical mass has shown strong solidarity to the campaign by giving visibility to it, translating material and relaying the overall campaign message to their constituency.

Campaign communications

Starting from October 2010, new campaign communication tools were set up; they were further developed in 2011.

The tools used include:

- A campaign website (www.wearemore.eu)
- A campaign blog (www.wearemore.eu/blog)
- A campaign manifesto (www.wearemore.eu/manifesto)
- A campaign Facebook page (<https://www.facebook.com/pages/Act-for-Culture-in-Europe/123363221046746>)
- A campaign twitter account (<http://twitter.com/#!/actforculture>)
- A campaign Vimeo account (<http://vimeo.com/15607370>)
- A campaign newsletter (see for instance <http://newsletter.cultureactioneurope.org/newsletter-december-2011.html>)
- An iFrame (embedded manifesto sign-up module, instructions for use are available on www.wearemore.eu/join).

The online campaign manifesto was launched in February 2011, and over the year it was translated to more than 30 languages. The initial target for the manifesto was to reach 10.000 signatures. The target was widely exceeded as more than 21.000 people had signed the manifesto by December 2011. The target for Facebook is also well on its way. The target set in the three-year campaign strategy is to reach 10.000 friends by 2013 – by the end of 2011, the campaign already had over 6.200 friends on Facebook.

Campaign Advisory Committee

To complement the strategic work on the campaign by the CAE's Executive Committee, a campaign Advisory Committee was established in 2010. The Advisory Committee consists of high-level intellectuals and cultural operators who bring their expertise both on the EU institutions' decision-making processes and on different national perspectives to ensure that the campaign makes the right choices at the right time. The Advisory Committee meets on biannual basis and consists of:

- Eric Corijn, Professor of Social and Cultural Geography, Free University of Brussels
- Luca Dal Pozzolo, Vice President, Fondazione Fitzcarraldo, Turin
- Mary Ann DeVlieg, Secretary General, IETM, Brussels

- Yvonne Donders, Executive Director, Amsterdam Center for International Law, University of Amsterdam
- Paul Dujardin, CEO Artistic Director, BOZAR, Brussels
- Brigitta Englin, Executive Director, Riksteatern, National Touring Theatre, Stockholm
- Bernard Foccroulle, Director, Festival d'Art lyrique, Aix-en-Provence
- Jan Goossens, Director, KVS, Brussels
- Eduard Miralles, Chairman of the Board, Foundation Interarts, Barcelona
- Odile Quintin, former Director-General DG EAC, European Commission, Paris
- Chris Torch, Senior Associate, Intercult, Stockholm
- Katherine Watson, Director, European Cultural Foundation, Amsterdam

In 2011, two meetings were held in Brussels in February and December.

Campaign events – some highlights

Press conference attended by Commissioner Vassiliou

On the occasion of the fifth anniversary of the European Opera Days, Opera Europa, RESEO and CAE organised a joint European Opera Days/ *we are more* campaign press conference in Brussels on the 20th of April. The press conference, which was linked to the European Opera Days, was attended by the Commissioner for Culture Mrs Androulla Vassiliou as well as the Directors of all three Belgian opera houses. During the press conference, Mrs Vassiliou underlined her commitment to strengthen EU support for the cultural and creative sectors in the MFF, and thanks to her presence the press conference also attracted media interest in Belgian press.

Public debate at Festival d'Avignon

On the 12th of May 2011, CAE's members Relais Culture Europe and SYNDEAC, in collaboration with the Festival d'Avignon, organized a public meeting on the new EU Culture Programme in Avignon, France. CAE was represented at the event that gathered French and European cultural operators for intense debates on the changes to the programme proposed by the EC in the budget for the period 2014-2020.

Presentation to the European Parliament Culture and Education Committee

On the 25th of May, Culture Action Europe's Secretary General Mrs Ilona Kish presented the campaign to the Culture and Education Committee of the European Parliament. The Chair of the Committee, Mrs Doris Pack, underlined her support to the campaign and encouraged all members of the Committee to sign the manifesto. Following the presentation, key Culture Committee MEPs signed the campaign manifesto in support of a strong proposal for the next framework Culture Programme.

International campaign conference in Sopot, Poland

On 28th-30th July 2011, the international *we are more* conference was organised in Sopot, Poland, by CAE's members Baltic Sea Culture Center and Kultura Miejska Association in partnership with CAE. The conference was part of the culture programme during the Polish EU Presidency and gathered more than 100 cultural operators and policy-makers for intense debates on the next round of EU programmes supporting culture. During the conference, the participants worked on a set of recommendations for changes in the next EU Culture Programme and how to strengthen the Polish cultural sector as well as recommendations to Polish policy-makers ([available for download on the campaign website, www.wearemore.eu](http://www.wearemore.eu)).

Campaign events at the EU Culture Forum

The EU Culture Forum organised by the EC is the biggest forum for EU cultural policy debate that gathers about 1,000 cultural operators in Brussels every second year. CAE had plenty of opportunities to input to the form, content and panellists of the 2011 EU Culture Forum that took place in October, notably through its participation as coordinator to the European Expert Network on Culture (EENC) that provided background papers for the forum, and was also offered prominent visibility to the campaign. Signatures to the manifesto were collected simultaneously via three computers placed next to campaign banners in the lobby. Several speakers referred to the campaign and also wore the campaign t-shirts provided by the European Cultural Foundation (ECF). Together with the ECF, CAE also took the opportunity at this event to mobilize campaign supporters in an action involving balloons and the recording of a short video message in front of the venue. The results of the action can be viewed here: <http://vimeo.com/31244293>



The *we are more* campaign during the European Culture Forum in Brussels, 20-21 October 2011

Campaign toolkit

In July 2011, CAE published a 'Message Book', or advocacy tool-kit, that provides campaign supporters with key arguments and solid facts to back up the arguments. Apart from a campaign pitch and statistics, the 'Message book' also includes a EU jargon glossary and a selection of further reading. Thanks to the help of dedicated individuals, the 'Message book' was translated to seven languages in 2011. The 'Message book' can be downloaded from the [campaign website](#).

Campaign national coordination groups

The work of setting up and supporting national coordination groups is a learning experience and long-term investment, the ambition being to lay the foundation for solid national groupings that will continue their work after the end of the campaign. National co-ordination groups have so far been set up in France, Poland and Sweden, and in 2011 national groups in Belgium, Germany, Italy and Spain also started their work.

The work of the groups has been of great importance in terms of increasing campaign visibility, advocating on regional and national level as well as reaching out and involving organisations beyond the CAE membership in the campaign. The national coordination groups have for instance translated campaign material and organized public debates and conferences, such as for instance 'The Future of the European Project', attended by the Swedish Minister of Culture and several MEP's and Commission representatives in Stockholm, 9th of December, organized by Intercult and Riksteatern.

In order to leave space for the members to share experiences and to stimulate the setting up of more groups, the programme of CAE's Annual General Meeting in Brussels the 19th of October focused on exchange between the national coordination groups.

1. 2. POLICY WORK

CAE has, since 2008, produced regular briefings (in English and French) on European cultural policy issues. These briefings are published between two to four times a year, and distributed to CAE's membership. The objective is to inform and build capacity within CAE's member organisations on the European institutional context, EU policy developments, and European cultural issues. The ultimate goal is to foster the engagement and input from the grass-root level to EU cultural policy processes.

Members' policy and campaign briefings

In 2011, two briefings were produced: one on the EC proposal for the next Multiannual Financial Framework (MFF) for the 2014-2020 period, and one on the EC proposal and legislative package for the future cohesion policy 2014-2020.

The policy briefings to members, through a large dissemination and outreach of EU related information, allowed for increased awareness and deeper understanding of European cultural policy issues and developments among CAE members. They also strengthened the members' and campaign supporters' capacity to engage in European cultural policy debates, and provided a basis for advocacy actions within the campaign.

Contributions to EC consultations

CAE's activities concentrate on policy monitoring, as well as on channelling communications between the cultural sector and EU decision-makers. In this context and within the framework of its campaign, the organisation contributed to the EC public consultation on the next generation of Structural Funds (based on the so called 5th cohesion report). CAE's contribution includes a first set of ideas on the way that the next generation of Structural Funds should enhance – in qualitative and quantitative terms – its support to culture.

Position papers and statements on Campaign objectives

In July, CAE published a campaign statement in response to the EC MFF proposal. The statement was sent to CAE members, key policy- and decision-makers in the Commission, EP BUDG committee and the Council. It was also published on the campaign website.

The publication of CAE's position papers ensured a continuous representation of CAE members' and the broader sector's interests as well as an increased campaign visibility. Indeed, campaign supporters were provided with a common message and responses to European policy initiatives were coordinated.

1. 3. PARTNERSHIPS AND REPRESENTATION

Building partnerships and representing CAE's constituency in broader cultural and EU debates is an important dimension of Culture Action Europe's work. These objectives are achieved through CAE's participation in the Civil Society Contact Group, in the Structured Dialogue Platforms, and through partnering in events across Europe.

Civil Society Contact Group

Throughout the year, Culture Action Europe continued to play an active role in the Civil Society Contact Group¹ and, specifically, in its working group on the future EU global budget. As an outcome of this collaboration, CAE attended a CSCG meeting with the EP rapporteur on the next MFF 2014-2020 legislative proposal, Mr Böge, and helped produce a joint CSCG statement on fundamental principles of public interest as well as a letter to MEPs about the next MFF 2014-2020. As a result of CAE's participation in the CSCG, sustainable cross-sectoral alliances between culture and other civil society players on the EU stage were built, further consolidating CAE's organisational expertise.

Structured Dialogue Platforms

During the year, CAE continued its active participation on the board of the platform on the Potential of the Cultural and Creative Industries and on the Access to Culture Platform. CAE also participated in the Platform's plenaries where, given its transversal expertise on EU policy issues, it was able to make a strong contribution to the elaboration of the work plan and the orientation of the platforms' activities. CAE also participated in working groups of the platforms:

Within the 'Access to Culture' platform, 3 sub-groups have been formed to address the following issues: Education and Learning, Creativity and Creation, Audience Participation. CAE is a member of the working group on Education and Learning and participated in 3 meetings of this working group over the year. As an outcome of the meetings, the Platform drafted a series of recommendations targeting EU institutions and stakeholders.

Within the Platform on the Potential of the Cultural and Creative Industries, CAE participated in the working group on Structural Funds and the working group on Education. In the framework of the working group on structural funds, CAE co-organised a workshop entitled "How to enhance the support of the EU Structural Funds to the CCIs". As results of this workshop, a series of recommendations for EU and national policy makers, as well as recommendation for cultural operators, were produced and disseminated.

Being one of the main sources of public information on the platforms, CAE reported to its members and to its wider audience about the activities of the Structured Dialogue Platforms throughout the year. CAE's participation in the Structured Dialogue Platforms strengthened the organisation's relationship with the EC as well as its collaborations with key players of the cultural sectors, and ensured continuous representation of members' and broader sector's interests in EU cultural policy debates.

Partnering in events

CAE has a longstanding tradition of partnering in events and conferences across Europe and beyond. The organisation is a recognised expert in the European cultural policy field, and in 2011 CAE partnered in **3 key events**, during which members of the Executive Committee and/or the Secretariat provided expertise as panellists or moderators. Through partnering in events CAE significantly increased the visibility of the organisation. These activities also resulted in the recruitment of new members and in the deepening of CAE's institutional relations.

The **3 events** were:

- The European Culture Congress, 8-11 September, Wrocław, Poland. Apart from running an arts advocacy workshop based on the 'Message book', a campaign 'promotional shipping container' was open to the approx. 15.000 participants throughout the Congress.
- Polish Presidency Conference 'Competences in Culture', 18-20 July, Warsaw, Poland.
- Conference on "Artists and social inclusion" organised in collaboration with the Greens/EFA

¹ The CSCG is composed of eight sectoral NGO platforms at EU level: CONCORD (the European NGO confederation for Relief and Development); the European Public Health Alliance; the European Civil Society Platform for Lifelong Learning; the European Women's Lobby; the Green 10 (a group of 10 leading environmental NGOs active at EU level); the Human Rights and Democracy Network; the Social Platform; and Culture Action Europe.

groups in the European Parliament, 28 June, Brussels.

1.4 COORDINATION OF PROJECTS

In 2011, Culture Action Europe participated in two major cultural projects as coordinator. The first one, the European Expert Network on Culture (EENC), helped establish and strengthen relationships with Cultural experts and researchers, allowed direct access to new studies on cultural policies produced by the network and reinforced the relationships with the EC. The second project, Tandem, was a cultural cooperation project involving cultural operators from EU countries, Ukraine and Moldova that increased the mobility and the readiness of cultural operators from these countries to engage in trans-national cooperation projects with each other.

Thanks to its participation in these two projects, CAE reaffirmed its position as a reliable actor in the European cultural policy landscape.

The EENC - European Experts Network on Culture

EUROPEAN EXPERT NETWORK ON CULTURE (EENC)

Following an open call for proposals, the EC decided to entrust the management of the European Expert Network on Culture (EENC) to a consortium led by the Interarts Foundation and CAE.

In 2011, CAE managed the internal communication between the Commission and the experts, recommended experts to the Commission and supported the Commission in the design of the EENC website and the drafting and translations of website contents.

CAE also co-chaired, together with Interarts and DG EAC, the first meeting of the network that took place in Brussels in April 2011. More info is available on <http://www.eenc.info/>

The Tandem Project



The Tandem project aimed to promote and underpin a 'trans-nationalisation' of present-day practice and discourse in Western- and Eastern European arts and culture by creating new cooperation links between selected organisations from the EU and key cultural operators from Ukraine and Moldova.

The project has been developed by a consortium of 3 leading independent cultural organisations from the Netherlands (ECF), Germany (MitOst) and Belgium (CAE) and 2 of the main civic players supporting artistic innovation and cultural development in Ukraine (Centre for Cultural Management) and Moldova (The Soros Foundation).

In the project, 50 cultural organisations and managers from across the EU, Ukraine and Moldova formed 25 cultural cooperation 'tandems'. Each Euro-Ukrainian/Moldovan tandem was in charge of programming parts of a multi-disciplinary 'European Week of Arts & Culture' concluding the project in Ukraine and Moldova in 2012. More info is available on <http://www.ecflabs.org/tandem/about>

As a co-organiser, CAE participated in preparatory meetings, the selection of participants, and the management of the project. In 2011, CAE was in charge of organising a 4-days-study visit in Brussels for the 50 participants and 10 co-organisers, including drafting the agenda, organising workshops and visits to EU institutions, finding speakers and managing the logistics.

2. COMMUNICATIONS 2011

Internal and external communications are key for Culture Action Europe's work. In 2011, CAE continued to improve its communication tools, intended for both members and the wider audience.

2.1. NEWS DIGEST

This electronic newsletter is produced in English and sent to members and key contacts on a bi-weekly basis. It covers the most recent political developments of general interest or with a cultural focus at the European level. It does not analyse the information as such but rather refers the reader to external sources for more detailed information. In this sense, it is a complementary communication tool to the newsletter. As a source of information, the News Digest uses a range of European electronic information services (EU Observer, European Voice, EurActiv, etc.) as well as EU institutional information services (EC, EP, Council, etc.) and the ones of other civil society stakeholders. In 2011, members received **16 editions of the News Digest**.

This communication tool enabled CAE to develop regular and up to date exchanges of information with its members, strengthening their understanding of the European Union and their capacity to engage in advocacy actions. Several members also use the News Digest as a source of information for communications on EU-related issues to their own constituencies.

2.2. NEWSLETTER

In addition to the News Digest, CAE produces a newsletter that is published once every two months. In 2011, **five editions of the newsletter** were produced in English and French. Following the launch of the '*we are more*' campaign, the newsletter was transformed into a campaign newsletter. From this time onwards, its contents were aligned with the campaign strategy and objectives. It covers the following sections:

- Campaign news: reports on the latest developments of the campaign;
- Brussels news: reports on the issues related to the campaign objectives i.e. the budget negotiations, the Culture Programme and the Structural Funds;
- Advocacy toolkit –advocacy tools and opportunities
- Culture Action Europe news;
- Members' news –members' events, publications etc. (54 items published in 2011).

The newsletter is open to the public and distributed upon subscription on the CAE website and also sent to the campaign manifesto signatories.

In 2011, the newsletter reached **over 20.000 subscribers** and manifesto signatories and the average number of new subscribers was 93 per month. The growing number of subscribers and manifesto signatories confirm that Culture Action Europe continues to be a key source of regular information on the European cultural policy field, and is considered as the main source of expertise on arts advocacy at European level.

2.3. WEBSITE

The number of visitors of CAE's websites continued to grow in 2011: **68 140 visits** came from **198 countries** with an average of **67% new visitors** every month. This represents a 27% increase in the total of visitors. The website's statistics confirm the importance of the organisation as a source of information on and analysis of European cultural policy issues.



Figure 1: CAE's website visits in 2011

At the end of 2011, the campaign website had received 75 317 visits since the launch in October 2010.

3. MEMBERSHIP 2011

Culture Action Europe members meet once a year during the Annual General Assembly of the organisation. CAE also partners and participates in numerous members' meetings and conferences throughout the year.

3.1. ANNUAL GENERAL MEETING

In accordance with its statutes, CAE holds an annual general meeting of its members. In 2011, the 19th Annual General Meeting took place on the 19th of October at the cultural centre De Markten, Brussels. 84 members attended the meeting during which the 2010 annual accounts and 2012 budget and work plan were presented and approved. Elections to the Executive Committee also took place and 4 new Executive Committee members were elected for a 3-year mandate. (For the composition of the Executive Committee see Annex II)



Figure 3: CAE members working in groups



Figure 2: the newly elected Executive Committee

3.2. PARTNERING WITH MEMBERS

Throughout 2011, CAE continued to participate or partner in members' Annual General Meetings, public conferences etc... During those events, CAE's representatives (members of the Secretariat or of the Executive Committee) made presentations to members' constituencies and/or to the wider public on different topics in the field of EU cultural policy and on the *we are more* campaign.

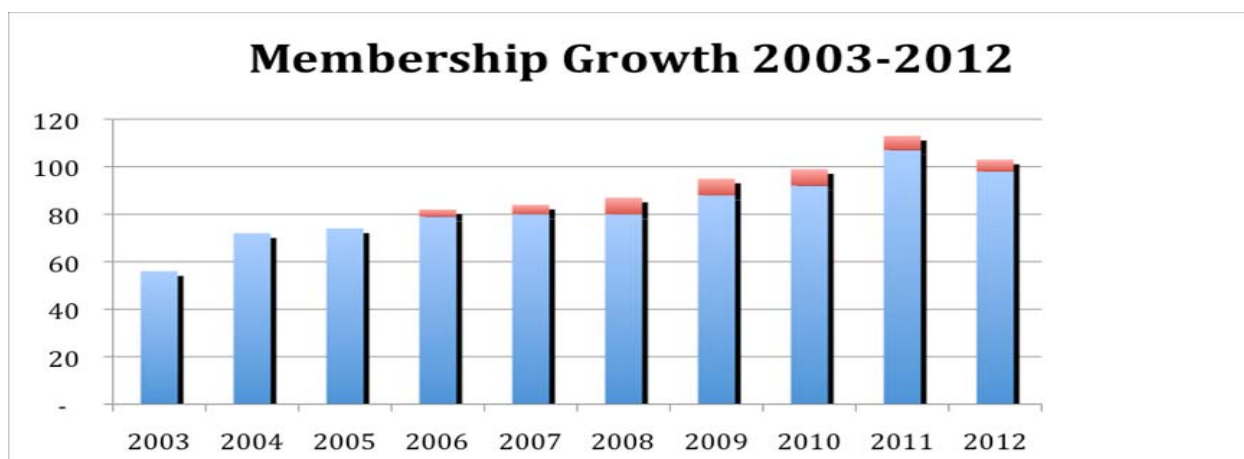
In total, CAE presented to 7 membership events:

- Fédération internationale du livre et de la lecture (Fill) Congress, 10 January, Paris, France.
- Association des Centres Culturels de Rencontre (ACCR) meeting, 14 January, Paris, France.
- Opera Europe Forum, 5-6 March, London
- French members meeting with the French Ministry of Culture, La Maison de l'Europe, 22 April, Paris, France.
- European Theatre Convention General Assembly, 26-27 May, Nottingham, UK.
- Conference and launch of the Polish national coordination group of the campaign, 28-31 July, Sopot, Poland.
- Conference 'The Future of the European Project' organised by Intercult and Riksteatern, 9 December, Stockholm, Sweden.

3.3. MEMBERSHIP GROWTH

CAE constantly aims to increase its membership in order to ensure a better representation of the sector on the EU political stage. In line with this objective, CAE recruited 13 new members in 2011, which led to a total of 116 members at the end of the year. Membership of CAE's members reaches a total of more than 80.000 cultural organisations in 2011.

Over the last five years Culture Action Europe has recruited 52 news members, which amounts to a 31 % growth with a drop out rate close to zero, confirming the long-standing loyalty of the members to the network. For a list of CAE members in 2011 see annex III.



Annexes

Annex 1: List of Activities - Highlights 2011

January	February	March	April
<ul style="list-style-type: none"> • Campaign contribution to the EC consultation on the next cohesion policy • 10 January - Fédération internationale du livre et de la lecture (Fill) Congress, Paris, France. • 14 January - Association des Centres Culturels de Rencontre (ACCR) meeting, Paris, France. 	<ul style="list-style-type: none"> • Meeting of the <i>we are more</i> campaign Advisory Committee 	<ul style="list-style-type: none"> • 5-6 March - Opera Europa Forum, London, UK. 	<ul style="list-style-type: none"> • 20 April – Joint Press Conference European Opera Days/<i>we are more</i> campaign, Brussels. • 22 April - French members meeting with the French Ministry of Culture, Paris, France. • First EENC meeting, Brussels.

May	June	July	August
<ul style="list-style-type: none"> • 12 May - Public debate around the new EU Culture Programme in Avignon, France. • 25 May – Presentation of the '<i>we are more</i>' campaign to the Culture Committee of the European Parliament, Brussels. • 26-27 May - European Theatre Convention General Assembly, Nottingham, UK. 	<ul style="list-style-type: none"> • 28 June - Conference on "Artists and social inclusion" in collaboration with the Greens/EFA group in the European Parliament, Brussels. • Briefing to members on the next MFF 2014-2020. 	<ul style="list-style-type: none"> • 18-20 July, Polish Presidency Conference 'Competences in Culture', Warsaw, Poland. • 28-31 July - Conference and launch of the Polish national coordination group of the campaign, Sopot, Poland. • Campaign statement on the next MFF 2014-2020 	<ul style="list-style-type: none"> • Office closed for holidays

September	October	November	December
<ul style="list-style-type: none"> • 8-11 September - The European Culture Congress, Wroclaw, Poland. • 14-17 September - Tandem Project Study visit, Brussels. 	<ul style="list-style-type: none"> • 1 October – Tandem Project evaluation meeting, Brussels. • 19 October – 19th General Assembly of CAE, Brussels. • 20-21 October – European Culture Forum, Brussels. 	<ul style="list-style-type: none"> • Briefing to members on the future EU cohesion policy 2014-2020 • Briefing to member of the next <i>Creative Europe</i> programme 	<ul style="list-style-type: none"> • 9 December - Conference 'The Future of the European Project', Stockholm, Sweden. • Meeting of the <i>we are more</i> campaign Advisory Committee.

Annex II: Financial Report 2011

EXPENDITURE	€
Staff Costs	194,193
General Expenditure	17,968
Travel & Subsistence	10,477
Rent & Equipment	22,979
Other financial costs	7,572
Sub total operational costs	253,593
Sub total Work plan costs	25,323
<i>Work plan communications, Annual General Meeting, Campaign Expenditure excl. staff, projects</i>	
TOTAL EXPENDITURE	278,916
INCOME	
Sub total Membership Fees	71,350
Sub total European Commission	113,596
Sub total European Cultural Foundation	35,000
Sub total Hosting Platform for Intercultural Europe	8,475
Sub total Other income – campaign fundraising action, expert fees and projects	47,137
TOTAL INCOME	275,962
Total Income	275,962
Total Expenditures	278,916
Balance	-2954

Annex

ANNEX III. List of Executive Committee members and CAE's staff in 2011

The members of the Executive Committee in 2010 up to the 2011 AGM were:

1. President: Mercedes Giovinazzo (ES)
2. Vice President: Pascal Brunet (FR)
3. Vice President: Zora Jaurova (SK)
6. Treasurer: Blasko Smilevski (BE)
7. Member: Isabelle Battioni (FR)
8. Member: Clymene Christoforou (UK)
9. Member: Simone Dudt (DE)
10. Member: Phillippe Fanjas (FR)
11. Member: Lissa Kinnaer (BE)
12. Member: Emina Visnic (HR)
13. Member: Rolf Witte (DE)
14. Member: Henrik Zipsane (SD)

Elected at the 2011 AGM:

- Paul Collard (UK – Creativity, Culture and Education (CCE))
- Katherine Heid (BE – the European Network for Opera and Dance Education (RESEO))
- Larry Okey Ugwu (PL – Baltic Sea Cultural Center)
- Ferdinand Richard (FR – A.M.I)

Secretariat in 2011:

- Ilona Kish, Secretary-General
- Daphne Tepper, Policy Co-ordinator (1st semester of 2011)
- Ewa Majczak, Policy Officer
- Emma Ernsth, Campaign Co-ordinator
- Julia Pouply, Intern and later Research Assistant

ANNEX IV. List of CAE Members in 2011

1. ACCR – European Network of Cultural Centres-Historic Monuments -
2. AEC – European Association of Conservatoires
3. AFAD - Academy of Fine Arts and Design
4. Agence luxembourgeoise d'action culturelle
5. AMATEO - European Network for Active Participation in Cultural Activities
6. AMI - Centre de développement pour les musiques actuelles
7. ARCI
8. ARTeria
9. Arts Institute
10. Asociacija
11. Association Française des Orchestres
12. Baltic Sea Culture Centre
13. Banlieues d'Europe
14. Belarus Free Theatre
15. BJCEM - Biennale des Jeunes Créateurs de l'Europe et de la Méditerranée
16. BKJ - German Federation of Associations for Cultural Youth Education
17. BOZAR
18. Budapest Observatory
19. Bundesvereinigung
20. CEATL – European Council of Associations of Literary Translators
21. Centro Nacional de Cultura
22. Cimmeta Fund
23. Clubture Network
24. Creativity, Culture and Education
25. Culture Clinic
26. Culture et Démocratie
27. Cultuurnetwerk
28. Cultuur Ondernemen ex-Kunstenaars & Co
29. Cyprus Centre of the ITI
30. EBLIDA
31. ECCOM - European Centre for Cultural Organisation and Management
32. EDUCULT
33. EFA – European Festivals Association
34. ELIA - European League of Institutes of the Arts
35. EMC – European Music Council
36. ENCC – European Network of Cultural Centres
37. ETC - European Theatre Convention
38. EUBO - European Union Baroque Orchestra
39. Europa Cantat
40. European Jazz Network
41. European Jazz Orchestra - Swinging Europe
42. European Society of Culture
43. European Museum Forum
44. EWC – European Writers Council
45. Eurozine
46. Fabryka Sztuki (Factory of Art)
47. Fédération nationale des arts de la rue -
48. Fédération interrégionale du livre et de la lecture -
49. FUSIC – Arts and Culture Society
50. GAI - Italian young artists association
51. HALMA - the European Network of Literary Centers
52. HKW – House of World Cultures
53. IAMIC – International Association of Music Information Centres
54. IETM – International network for contemporary performing arts
55. IFEA - International Festivals and Events Association Europe
56. IG Kultur Österreich

57. IGBK – the International Association in Art
58. Institut für Kulturkonzepte
59. Interarts
60. Intercult
61. International Cultural Centre Krakow
62. ISIS Arts
63. ITI Germany
64. JMI - Jeunesses Musicales Internationales
65. KIBLA

66. Kulturrat (Arts Council Austria)
67. Kulturpont Iroda
68. Kunstconnectie
69. Kunsten '92
70. Kunstfactor
71. KupoGe - Kulturpolitische Gesellschaft -
72. LAF - Litterature Across Frontiers –
73. Locus
74. LOD - Production House for Music and Musical Theatre
75. Manifesta Foundation
76. Malher Chamber Orchestra
77. Musique & Santé
78. National Rural Touring Forum
79. NAPA - Norwegian Association for Performing Arts
80. NCK - Nordic Centre for Cultural Heritage Learning
81. NEMO - Network of European Museum Organisations
82. Non Serviam
83. Opera Europa
84. PEARLE - Performing Arts Employers Association League Europe
85. Perypezye Urbane
86. POGON - Zagreb Center for Independent Culture and Youth
87. ProCULTURE
88. Profedim, Syndicat Professionnel des Producteurs, Festivals, Ensembles, Diffuseurs Indépendants de Musique
89. RAB/BKO - Réseau des arts a Bruxelles
90. Res Artis - International Network of Arts Residencies
91. RESEO – European Network for Opera and Dance Education
92. Riksteatern

93. SCCA - Centre for Contemporary Arts -
94. SICA - Service Centre for International Cultural Activities
95. SMartBE
96. SYNDEAC – National Syndicate of Artistic and Cultural Companies
97. Syndicat National des Scenes Publiques
98. TEH - Trans Europe Halles - European Network of Independent Cultural Centres
99. Theatre Institute Bratislava
100. Théâtre sans frontières
101. TILLT
102. Transeuropéennes
103. UFISC - Union fédérale d'intervention des structures culturelles
104. UNITER - Union of Theatre People of Romania
105. VAN – Voluntary Arts Network
106. Virtueel Platform
107. Visarte
108. Visual Arts Ireland
109. VVC - Association of Flemish Culture Centres
110. WBT – Wallonie Bruxelles Theatre

Associate Members

111. Arts Council England
112. Arts Council Ireland
113. DACOR - Cultural Development for the Nord-pas-de-Calais French region
114. Relais Culture Europe
115. ONDA - Office National de Diffusion Artistique
116. Wales Arts International