

ENCATC ACTIVITY REPORT 2007



encatc

European Network
of Cultural Administration Training Centres



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Brussels, November 2007



Education and Culture DG

INTRODUCTION

This document has the objective to present the activities designed, developed and implemented by the European Network of Cultural Administration and Training Centres, ENCATC, during the year 2007.

This document is a **draft**. The final version will be finalised and published in March 2008.

This document includes **the following sessions**:

- **Governance at ENCATC** - an outline of internal matters (Brussels office, Board meetings and Annual General Assembly).
- **Membership development** - an outline of the membership in 2007
- **Lobbying: Developing and influencing Policy** - a short overview of the ENCATC policy development over the year 2007 in relation to the EU matters and other international organisations.
- **Networking: Sharing and improving knowledge** - a review of ENCATC activities, events and projects over the year 2007
- **Capacity building: training professionals and students** - a review of training events implemented by ENCATC over the year 2007
- **Raising awareness: Building of Knowledge societies**: An overview of ENCATC main Researches and Publications over the year 2007
- **Cooperation**
- **Thomassen Fund**
- Events **Calendar 2007**.

This very ambitious working programme was realised by ENCATC thanks to the constant intellectual and financial support of the European Commission and UNESCO. It was also possible thanks to the priceless and invaluable collaboration of the ENCATC Board and of all our members who hosted and financed many of our events.

GENERAL SUPPORT:

We wish to thank in particular, the European Commission (Directorate General for Education and Culture), and the European Parliament (CULT Committee) for their important contribution to the general operating costs of ENCATC.



SUPPORT FOR SPECIFIC ACTIVITIES:

We wish to also thank UNESCO for their constant intellectual and financial support

ABOUT ENCATC

Established in Warsaw in 1992, **ENCATC is the only** European network gathering together higher educational institutions and training organisations dealing with **cultural management education and training**. As of November 2007, the network counts over 100 members in 39 countries across Europe and beyond.

ENCATC gives cultural management education and training institutions **a voice** by its active engagement on regular dialogue with international and European institutions on all aspects of legislation, policies and programmes that have a direct or indirect impact on education and training in the broad field of cultural management.

ENCATC is a lively and expanding European platform encouraging serious exchange of knowledge, methodologies, experiences, comparative research programmes and regular assessment of the sector's training needs in the broad field of cultural management from a European point of view through a wide range of working groups, projects, activities and events.

ENCATC is an international non-profit organisation governed by the Belgian Law, an NGO with operation links with **UNESCO**, one of the 4 organisations having the status of "observer" to the Steering Committee for Culture of the **Council of Europe**.

The **mission** of ENCATC is "to stimulate and encourage the development of cultural management & policy within the context of great changes in the fields of culture, arts and media". ENCATC aims to :

- be an independent and effective umbrella organization which **supports its members and lobbies on their behalf on a national and an international level**, addressing their needs to opinion leaders and decision makers who can exert influence on research and development activities in the field of cultural management.
- create an environment favourable to all institutions and professionals in the field willing to **share experience, exchange good practice and to set up partnerships at a transnational level**;
- **bridge the perceived divide between education, training, research and professional practice** in cultural management;
- **combine the diversity of its members**, promoting examples of good practice, supporting the improvement of quality amongst its members, encouraging the establishment of forms of permanent co-operation and partnership between members;
- establish close **co-operative links with cultural managers** to further develop a theoretical base and cultural management learning which is firmly rooted in practice and to create an arena in which they can reflect on and develop their work;
- to forge **creative partnerships** with arts and media organizations and major stakeholders in culture and education field.

ENCATC mission and aims are based on a **set of values** that include: importance of **high quality education**; importance of research and education for **sustainable development of cultural field**; importance of **mobility and flexibility** - readiness to respond to changes; **openness to other** (institution, country, language) expressed in partnership and exchange; **respect and efficiency** in contacts with individuals.

ACTIVITIES AND SERVICES

In line with its mission and aims, ENCATC works along the following five complementary strands of activities and services:

Lobbying - Developing and influencing policies

By actively contributing to the shaping, development and implementation of European and national policies, legislation and programmes relevant for cultural education and training institutions, ENCATC is a key partner for constructive dialogue with the European Commission, the European Parliament, UNESCO, the Council of Europe, the Committee of the Regions and the Member States.

Networking - Sharing and improving knowledge

ENCATC is involved in a number of European projects and coordinate several working groups open to ENCATC members and major stakeholders. By taking part in working groups and projects, all the members of the network have the unique opportunity to share knowledge and information on a wide range of training issues and challenges in the field of cultural policy.

Capacity building – Training professionals and students

With the aim to promote capacity building in the cultural sector, ENCATC initiates and supports training activities for trainers and for students of ENCATC members. During these events, the participants have the opportunity to: (1) learn from each other by sharing knowledge, curricula, experiences, but also by comparing different approaches, testing innovative solutions and analysing best practices and key studies; (2) develop common policy positions and joint project proposals. Members with particular experience are also identified, and can be called upon to maximum advantage when needed.

Stimulating researchers – Creating a European competitive research area

As part of its commitment to cultural policy research and education ENCATC administrates the Cultural Policy Research Award, CPRA. This award aims to stimulate academic research in the cultural policy field. The proposed research should assist cultural policymaking by offering possible policy solutions to the cultural issues it analyses. A long-term goal is the development of a network of young cultural policy scholars.

Raising awareness - Building of knowledge societies through information and communication

With the aim to provide the professional arts management constituency and students interested in the sector with update and detailed information about the European policy development, ENCATC is very active in disseminating information outside and inside the network through the ENCATC **webpage** and the **monthly newsletter**. Each year ENCATC also publish a **book on cultural policy**. In cooperation with UNESCO, since 2001 ENCATC delivers an interactive **on-line database** on existing training programmes in Europe, Russian Federation, Caucasus and Central Asia, Latin America, Caribbean Area and Africa. Finally, in 2008, ENCATC will start two new challenging projects: a **Glossary** on cultural terms and a joint **resource of bibliographies database**.

GOVERNANCE AT ENCATC

ENCATC has a democratic decision-making structure. The most important decisions are made during the Annual General Assembly (GA). At each GA, members take part in elections to decide which members should serve on the ENCATC Board.

Since 2006, ENCATC also has a number of working groups dealing with specific policy areas, which are open to all ENCATC members.

GENERAL ASSEMBLY



The ENCATC annual General Assembly, GA, is a statutory body, which generally meets once a year and which is open to all ENCATC members. At the annual General Assembly, the overall Work Programme, budget, membership report, strategic developments and membership fees for the year ahead are discussed and approved. Work progresses are evaluated.

In 2007, the 15th ENCATC Annual General Assembly was organised in Göteborg, (Sweden) on the 31st of May 2007. During the General Assembly the participants were invited to elect the new ENCATC Board (2007-2009).



ENCATC BOARD

The **ENCATC Board** consists of **seven people**, representing his/her institution, elected by the General Assembly for a two years mandate. The Board is responsible for the network's policy and for the design and implementation of the ENCATC annual working programme together with the Executive Director. The **members of the board** are also extremely active in implementing a number of activities of the network: each member of the board takes over a specific responsibility and he/she replaces the Executive Directory, when necessary abroad.

In 2007, the 7 ENCATC members of the Board 2005-2007 met in four occasions:

PLACE	DATE	TYPE OF EVENT
Brussels, Belgium	12, 13, 14 February	1 st Board meeting
Brussels, Belgium	19,20,21 April	2 nd Board meeting
Göteborg, Sweden	30 May	3 rd Board meeting
Bratislava, Slovakia	14-16 September	4 th Board meeting

List of Directors/Executive board Members June 2005 - June 2007:

Surname	Forename	Title/position
Hermann	Voegen	President
Malgorzata	Sternal	Vice-President
Jacques	Bonniel	Treasurer
Svetlana	Waradzinova	Secretary
Marijke	Faber	Member
Lotta	Lekvall	Member
Timo	Cantell	Member

According to the ENCATC Statutes, **elections for Board members are held every two years**. A special "*election campaign*" aimed to collect potential candidates from the whole membership, was organised and previous coordinated by the Brussels Office from March to May 2007. The new members of the Board were elected in June in Göteborg during the Annual Assembly.

NEW ENCATC BOARD June 2007 –June 2009



ENCATC BOARD 2007 -2009



President
Jacques Bonniel
Université Lumière Lyon II
France



Vice-president
Lotta Lekvall
Kulturverkstan
Sweden



Treasurer
Svetlana Waradzinova,
Academy of Music and Dramatic Arts,
Slovakia



Secretary
Magdalena Kopczynska,
National Centre for Culture,
Poland



Gerald Lidstone
Goldsmiths University of
London, UK



Cristina Ortega Nuere
Institute of Leisure Studies
University of Deusto
Spain



Pia Strandman
Helsinki Polytechnic STADIA
Finland

BRUSSELS OFFICE



The office of ENCATC is based in Brussels, where a staff of around 2 persons work together to coordinate and implement all the activities of the network.

The Brussels office is responsible for implementing the various activities initiated or supported by ENCATC, for coordinating the ENCATC Working Groups, for preparing meetings and conferences, and for providing a range of information and other services to its members.

In 2007, the office was composed of (1) an Executive Director, Giannalia Cogliandro; (2) and an Administrative assistant (**Marie-Severine Hoare** from January till June and **Tara Schneider Appriou** from October till December)



As in the previous years, *ad hoc basis*, specialised support (lawyer, webmaster, translator, etc.) was also associated to the permanent staff for activity and project development. More precisely, **Rosa Diaz Dominguez** assisted the Executive Director as project officer the EAMP European project and for the mapping of the Training programmes in Latin America (UNESCO / ENCATC Directory).

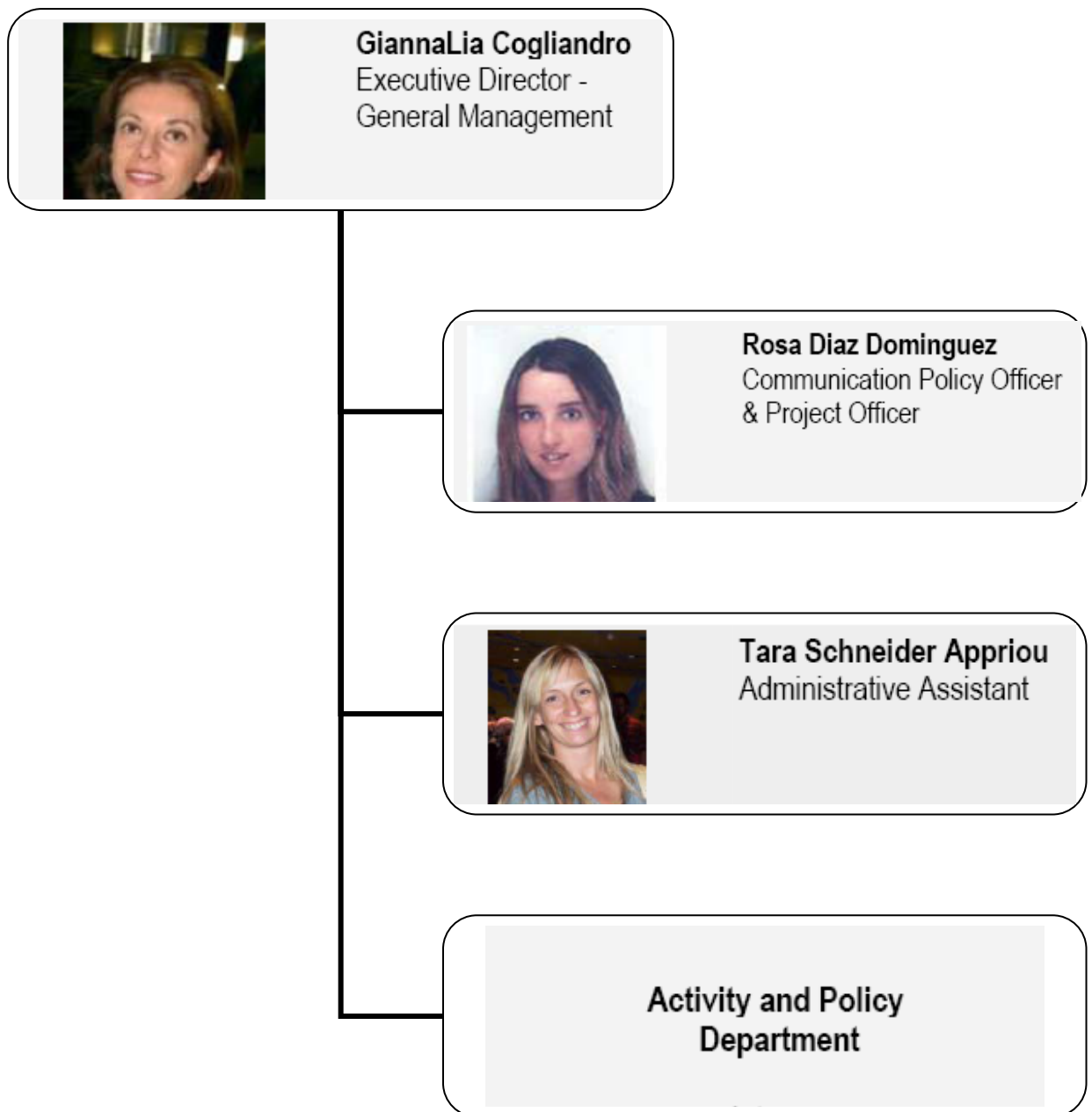


With the objective of actively contributing to mobility of students, ENCATC hosted during 2007 two graduates (**Alessandra D'Angelo** from Italy and **Nicolas Thommes** from Belgium). For these students, working in Brussels in the ENCATC office headquarters, was a great opportunity to discover the European institutions and a professional multicultural environment. Alessandra D'Angelo is now working for the European Commission and Nicolas Thommes is back to the University.

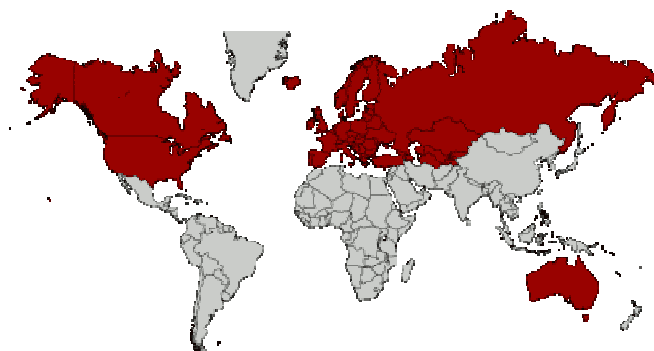
ENCATC also relies on the strong commitment and generous time of the **voluntary Board**, composed by seven members all from different European countries.

During the year 2007, the ENCATC Office and the Board invested in a deep strategy reflexion process to support the development of a long term strategy for the association and to design a new communication plan.

Organigramme in 2007



MEMBERSHIP DEVELOPMENT



Countries where ENCATC is present today (2007)

ENCATC membership has continued to grow in the past years. Today the network has over 100 members **representing over 10 million of professionals and managers**. With this growth in membership, ENCATC has also been able to increase its influence at international and European level.

The aim has been to ensure that the important role of cultural education is taken into account during the development and implementation of International / European policies and legislation having a direct or indirect impact on education and training in cultural management.

During 2007, ENCATC **continued increasing the number of members** of the network by:

- Offering its members **more and new opportunities to network** and create joint projects
- Increasing the **quality and quantity of services delivered** to its members thanks to the increased budget coming from the new fees
- **Trying to gain financial autonomy** from its main founder (European Commission)

To realise these important objectives ENCATC:

- Designed a **new Communications Strategy Plan** for 2007-2008
- Organised **several national / regional meetings** (one in **Göteborg**, one in **Brussels** and one in **Sofia**). - This marketing tool proved in the past years to be very efficient in attracting new members - The organisation of the ENCATC Academy in September 2007 in Sofia, Bulgaria, offered to ENCATC the possibility to **launch a new wide marketing campaign in the Balkans and in Central Europe**.
- Increased its **visibility at national and European level** by updating its PR list
- Set up **strategic partnerships** with sister organisations in Europe and beyond

In view of enlarging the network, in 2007 ENCATC was very active in attracting new members at the widest European level. In 2007, thanks to the organisation of several national meetings and an active marketing campaign, **11 new members joined** the network.

LOBBYING: DEVELOPING AND INFLUENCING POLICIES



ENCATC gives cultural management education and training institutions a **voice** by its active engagement on regular dialogue with international and European institutions on all aspects of legislation, policies and programmes that have a direct or indirect impact on education and training in the broad field of cultural management. The aim is to ensure that the important role of cultural education is taken into account during the development and implementation of International / European policies and legislation having a direct or indirect impact on education and training in cultural management.

The **ENCATC policy priorities for 2007** were determined by the following type of considerations:

- The importance of raising further awareness and open discussion on Bologna process in the field of Cultural Education ENCATC across Europe.
- The launch of the new generation of Community programmes in culture, education, and training.
- The growing role of culture and cultural enterprises in the European economic sector.

I. RAISING FURTHER AWARENESS AND OPEN DISCUSSION ON BOLOGNA PROCESS IN THE FIELD OF CULTURAL EDUCATION ACROSS EUROPE.

From a political point of view the Bologna process is a very complex issue needing continuous analysis. This process means new important changes as well as major and serious consequences for the labour and financial market. It opens, theoretically, unexpected opportunities for the reinforcement of the European cooperation aspect of cultural management higher education and vocational education. Therefore, it is important and strategic for the cultural management and policy training and educational sector to have offered opportunities to meet for learning more about the Bologna process implications and, benefits and potential risks.



In 2007, ENCATC:

- Continued to analyse and evaluate the implementation of the two-tier degree structure in the field of cultural management and policy education (higher and vocational sector)
- Generated knowledge, experience and new ideas connected to employability, mobility and quality assurance system.
- Advocated the specific policy and research needs from the cultural management field to decision makers at different levels, ensuring that the voice from the cultural management sector is heard and that members are aware of policy debate that will impact on their development

Actions:

- Data collection
- Articles
- Working meetings
- Database for traineeships in Europe
- Meetings with main stakeholders from the sectors
- Meetings with representatives of the European Commission (DG EAC)
- Meeting with Jan Figel
- Public hearing, European Parliament (Culture and education Committee)

II. IMPLEMENTING THE NEW GENERATION OF COMMUNITY PROGRAMMES IN CULTURE, EDUCATION, AND TRAINING.

A new generation of Community programmes in culture, education and training shall be implemented over a period starting on 1 January 2007 and ending on 31 December 2013.

In 2007, ENCATC:

- Enhanced the cultural area common to Europeans through the development of cultural cooperation between the ENCATC members, cultural players and cultural institutions of the countries taking part in the new programmes, with a view to encouraging the emergence of European citizenship
- Promoted the transnational mobility of students and teachers from cultural management programmes
- Encouraged transdisciplinary projects which responded to the needs perceived on the ground, of linking simultaneously areas such as education, culture and training and which continue to not be catered for in the new generation of community programmes for the cultural and education field.



Actions:

- Mobility grants via the Thomassen Fund
- Hosted in the ENCATC Office students from ENCATC programmes from all over in Europe
- Online Members Service: Intranet a space where important studies, publications and researchers on cultural management for sharing among the ENCATC members.
- Organisation of working meetings and events

III. THE GROWING ROLE OF CULTURE AND CULTURAL ENTERPRISES IN THE EUROPEAN ECONOMIC SECTOR.

The independent study on the "Economy of culture in Europe" was officially presented to the European press in Brussels in November 2006. This document highlights the direct as well as the indirect contribution of the cultural and creative sectors towards the Lisbon Agenda.

In 2007, ENCATC continued its analysis and debate on:

- What kind of skills and knowledge are needed for cultural managers acting for gathering and interpreting cultural data.
- How to define the basic elements and subjects in the content cultural data gathering systems
- How is possible both to introduce didactic options in the teaching and learning of methodologies for gathering data about cultural supply and demand. And some good practices in the training of the current issues;
- How to improve the links / connections between the researchers, academic sector and professionals.

Actions:

- Working meetings with members and main stakeholders
- Working meeting with artists
- Organisation of an International Conference in Sweden
- Organisation of several study visits for ENCATC members in Sweden
- Set up of a working group on creative entrepreneurship and innovation

NETWORKING: SHARING AND IMPROVING KNOWLEDGE



With the aim to provide the professionals involved in arts management education and training a better understanding of the field, **ENCATC initiates or supports** on regular basis the following types of **events**:

1. **Events that focus on specific topics** aimed for professionals or other target groups within the specific field and which correlates to the over all aims of ENCATC.
2. **Events that explore, debate, discuss** and challenge areas and themes related to cultural management, cultural management training and other training programmes within the artistic and cultural field.
3. **Events that aim to develop or explore new areas** within fields related to cultural management, cultural management training and other training programmes within the artistic and cultural field.

ENCATC is also **leader or partner** of a number of **European projects**. In 2008, ENCATC will contribute to the implementation of the EAMP project.

ANNUAL CONFERENCE FOR ENCATC MEMBERS

PRESENTATION

The 15th ENCATC **International Conference on "Entrepreneurship and Education in Cultural Life"** took place in Göteborg, Sweden, on May 31 to June 3 2007. The conference was open to all the members of ENCATC as well as to any organisation in Europe interested in the issues discussed. This conference was an open space and meeting possibility of many different cultural organisations and training centres. The three days in Göteborg created new project ideas, possibilities to meet and an inspiration for all of us working with artistic and cultural issues in Europe. Coming from over 30 different countries, the **150 participants had, among others benefits, the opportunity** to meet new partners and set up new interesting cooperation. They also had the possibility to advance the frontier of knowledge within the field of culture and entrepreneurship and to share the spirit of entrepreneurial skills and knowledge that characterizes West Sweden, where there are several examples of initiatives that started from a "bottom up" perspective and which are



well known today in the region, in Scandinavia, and internationally. The conference consisted of lectures with examples from different European countries as well as of **several study visits to different organisations in the Göteborg region.**

The 2007 ENCATC conference **focussed on entrepreneurship, culture, and education.**

By conducting a high-quality international conference on entrepreneurship and education in cultural life from the perspective of the active in the field in West Sweden, this event among other things:

- Provided an opportunity for the exchange of experience and knowledge between people who are actively involved in cultural life from all of Europe.
- Offered cultural organizations the chance to meet new partners and cooperation.
- Advanced the frontier of knowledge within the field of culture and entrepreneurship.
- Demonstrated West Sweden and its progressive spirit on the cultural scene

The **deliverables** of the Annual Conference documents are:

- **A Conference reader**, covering the topics debate.
- **A Final Report**
- **A Final publication** gathering articles written by prominent experts.

Finally, during the ENCATC conference **more than 20 young artists from Sweden** had the chance to present to the participants their performances.

OUTLINE OF THE IDEA

The world is undergoing a process of structural transformations in multiple dimensions: technological, economic, cultural, and institutional, so said the American Sociologist Manuel Castells in a speech at the University of Southern California in 2004. Globalisation affects all parts of society, at the same time a local identity is getting stronger.

At the same time new small and large-scale initiatives are growing in local areas. We talk about entrepreneurs within all sectors of society. The cultural sector consists of entrepreneurs, multiple jobbers, freelancers, and micro businesses. It is nothing new, the cultural sector has always worked on project basis, but the sector has shown extra-ordinary competence in meeting new demands on flexibility and fast changes. Something that is necessary in a globalised information based society (Justin O'Connor at Manchester Institute for Popular Culture).



GLC/ENCATC Activity Report 2007

Göteborg, and West Sweden, is often described as open; **open to initiatives, new ideas and with an open mentality.** In the lack of all major institutions and head-offices or perhaps just by the fact of being

the second, an entrepreneurial atmosphere has been present. Ideas developed by a few people have grown to large-scale businesses important on a global scene. It can be described as an underground perspective, where people outside the major institutions want to create alternatives, start something of importance, something outside of the institutions. West Sweden has many such stories where the entrepreneurial atmosphere has put the city and the region on the map, many of these are found within culture, to mention just a few; Göteborg International **Book Fair**, Göteborg Film Festival, the Dance and Theatre Festival, the multicultural **Clandestino Festival**, the Nordic Watercolour Museum. Nätverkstan, ENCATC's local partner for the Annual Conference, is also an example of an organisation grown with an underground perspective. It is an organisation, run by practitioners, people with large-scale visions combined with a practical down-to-basic way of working, large visions of what is possible to accomplish combined with worst-case scenarios.

Figures show that the cultural sector is growing. Newly published figures from EU shows a growth rate of 19,7% in the sector between 1999-2003. In 2004 around 5,8 million people worked within cultural sector in Europe, which is 3,1% of the total workforce in Europe. Culture is one of the fields that have grown the most. Although it might be a confusion of definitions between cultural and creative industries, cultural sector and so forth, one thing remains. The interest of the cultural sector and all those who work there has grown and so has the importance of the sector.

But how do the practitioners that work within this sector, deal with all these changes? How do Universities prepare and how do the practitioners and the entrepreneurs do? Another process can be seen called the "business-style-management"; the management skills of the business and economic sector take over as the norm of how projects and organisations should be run. There are of course many skills that are essential within the business sector, but is it possible to find specific skills and management-methods within the cultural sector? What is the practice of cultural management and what is the theory?

The 15th Annual ENCATC Conference 2007 put all these issues in the agenda, as these questions were put into discussion. **The practitioner's point of view met the Universities and Institutions and they learned from each other.** The conference consisted of both lectures and visits to different organisations. And it got back to the debate: What skills do you need to be working within the cultural sector in the globalised world? What skills and management methods need to be taught at the training institutions? What are the experiences of the practitioners in the cultural sector?

PARTICIPATIVE METHODS

OPEN SPACE

Open Space is a meetingform for mutual and common reflection about a theme that a group wants to gather around. With an overall theme as a starting point, the delegates themselves formulate a number of relevant issues or approaches, which generate the agenda of the meeting. This means that the agenda always emerges from the experiences or issues that the participants of the meeting judge as the most



interesting to discuss, at the given time or occasion. At the conference this method was with two purposes; as a pedagogical method that can be used in other training situations and therefore interesting to try, and as a way to let the participants of the conference set the agenda. The ENCATC members enjoyed the opportunity to set up issues, present ideas and discuss self-elected topics.

ENCATC CONFERENCE RALLY (ECR) "Networking at high speed!"

The ENCATC Conference Rally was an initiative developed by the two ENCATC members Institut für Kulturkonzepte Vienna and Hamburg. The ECR is a tool to enhance the possibilities of individual **networking and socialising among** participants of the conference. It made it easier to make contacts and encourage participants to get to know each other's aims and profiles better for future cooperation. Having fun was the welcomed side effect. The ECR was part of the programme and started with registration on Thursday at 18.30 and Friday at 08.00–09.00.



At the registration desk, participants registered for the conference and at the same time had the opportunity to register for the ECR. A Polaroid picture was taken of each participant, or ECR-Pilot, and put on a wall together with short information like name, country, and organisation. ECR-Pilots were recognized during the conference by a small pin in the form of a car attached to their conference tags. There was a permanent ECR-desk during the conference with information for the ECR participants. During the Open Space, Saturday June 2, there was an opportunity of "speed networking". This form is based on the rules of speed dating. A final documentation will be made of who got to know whom and the outcomes of this high-speed interaction. Members enjoyed this innovative way of meeting new people, and the organizers promised an ENCATC Safari for the Annual Conference 2008!

The **winner** of the **Conference Rally** was **Swetlana Waradzinova** from the University of Bratislava who was able to meet and discuss with over 80 participants!

STUDY VISITS

It is always very inspiring to visit cultural organisations in the local context in which they work. In West Sweden there are many examples of successful cultural projects and organisations and **the participants of the ENCATC Annual Conference had the opportunity to visit** a few of these. The study visits were examples of organisations within art and culture that have started with an idea and grown to large organisations of great importance for the region, small-scale organisations or as in many Art Schools, **a vivid discussion of the relation between artistic and entrepreneurial skills**. On each organisation the participants met the manager, initiator or likewise. Examples of these organisations where The Göteborg Book Fair, Vara Concert Hall and Göteborg Artist Centre.



ANNUAL CONFERENCE FOR STUDENTS FROM ENCATC PROGRAMMES

ENCATC has since a few years back invited students of its member organisations to arrange a student's conference **parallel to the ordinary yearly conference**.

At the Göteborg ENCATC Annual Conference, students were invited to take part of the full programme of the conference. This change is due to evaluations from earlier student-meetings, where the wish was to be part of the full programme. It is also our belief that the students of our training centres are important partners. There were also possibilities for students that wanted to meet and arrange workshops and exchanges among the groups of students, In the Programme this was possible mainly on Saturday, when participants set their own agenda, workshops and points for discussing according to the Open Space.



During the Annual Conference in Göteborg, all the students of the local partner organisation "Natverkstan" had as well a crucial role in the organisation and implementation of the study visits and Open Space.

EUROPEAN PROJECTS

SHARING EXPERIENCES AND FOSTERING INNOVATION

EUROPEAN ARTS MANAGEMENT PROGRAMME, EAMP	
Context	<p>The European Arts Management Programme is an alliance of Arts Management vocational training programmes in European higher education institutions. It will lead to the sharing of experience and the fostering of innovation in vocational training in arts management by bringing together experts and organisations in the field. It is based on the principle that the arts play an essential role in fostering cultural and social integration between different ethnic, linguistic and national sectors of the population at local level, and through European international and transnational exchange.</p> <p>The methodology is a combination of practice-based research, with discussion, comparison and exchange of teaching methodology among European institutes of HE, job-creation and enterprise organisations and small and SMEs.</p>
Challenges	<ul style="list-style-type: none"> • To improve the skills and competencies of people by developing new measures to present, promote and compare formal qualifications in arts and

	<p>cultural management at European and national level, taking into account skills and experience gained during work-placements and other forms of work-place learning.</p> <ul style="list-style-type: none"> • To improve quality of, and access to continuing vocational training. by devising professional training routes in arts management which include work-placements and continuing professional development, and which address the vocational training needs of different sectors of the population including disadvantaged groups. • To promote and reinforce the contribution of vocational training to the process of innovation. by developing a range of new training modules leading to validated qualifications in arts and cultural management
Target groups	<p>There are 4 categories of target groups:</p> <ul style="list-style-type: none"> • Arts managers in the voluntary and community arts sectors, including managers and administrative staff of arts centres including those based in socially deprived areas, community theatre groups, art and health programmes and disabled arts programmes. • Arts development officers in local government who are likely to encounter issues of social exclusion, social disadvantage and disablement as part of local authority strategic planning policy for arts and culture. • Practicing professional artists and crafts-people wishing to extend their range of arts management skills in an international context, and who find it difficult to establish themselves on a professional level. • Students and researchers within universities who are developing research material in the field of arts and cultural management, including assessment and evaluation of its social and cultural impact.
Actions	<ul style="list-style-type: none"> • Participation at the 2nd Project meeting in Lyon, France • Hosting and Organisation of the 3rd Project meeting in Göteborg, Sweden
Outcomes 2007:	<ul style="list-style-type: none"> • Internal Consultation Report • External Consultation Report • Project meeting reports • Activity Reports • Design and Implementation of Valorisation plan
Partners	<p>ENCATC, Oxford Brookes University, Universität Hildesheim, Humak University Of Applied Sciences, ARSEC, Aries Formazione, The Vilnius Academy Of Fine Arts, The Jagiellonian University, University Of Information Technology And Management, Rzeszów, and The South-West University Neofit Rilsky.</p>
Place & date	<p>Lyon, France, January 2007</p> <p>Göteborg, SW, 29-30 May 2007</p>

FACILITATE THE DISCUSSION ON CULTURAL TOPICS AT EUROPEAN AND INTERNATIONAL LEVEL

LIVING LEXICON

Context	<p>International cultural cooperation communication is difficult because although people speak a foreign language, they do not know the specific terms for cultural work/management.</p> <p>A glossary facilitates communication and makes professional interchange possible. Glossaries for other fields (f. ex. economy) already exist, but one for cultural work/management is still crucially missing.</p> <p>In 2006, ENCATC has already started to collect and translate some terms and introduced a project proposal to the Slovak Ministry of Culture.</p>
Challenge	<ul style="list-style-type: none"> • To facilitate the linguistic part of the international cooperation, save time when looking for terms, provide specific terminology, support professional work and discuss on a high level.
Outcomes 2007:	<ul style="list-style-type: none"> • Mapping of existing publications and websites devoted to glossaries on culture and education • Organisation of an expert meeting in December 2007 in Brussels • Methodology of the project developed • Cooperation agreement with the Lab for culture. Org signed
Partners	ENCATC, University of Potsdam, University of Bordeaux, City London University and University of Barcelona, French Minister of Culture.

**TOWARDS INNOVATIVE SOLUTIONS FOR THE NEEDS AND SKILLS NEEDED BY
FUTURE MANAGERS OF COOPERATION PROJECTS**

VANIA	
Context	It is important to remember that the cultural/arts sector, is a significant source of employment in Europe. Around six millions extra jobs will be created in the cultural industries during the next ten years. A recent study of the creative industries in Vienna, for example, indicated the cultural sector, broadly defined, employed approximately 14% of all individuals in employment (Osterreichische Kulturdocumentation, Mediacult, Wifo: An analysis of the Economic Potentiel of the Creative Industries in Vienna, 2004). Secondly, this field is undergoing huge changes: globalization has transformed cultural creation and production (especially, but not only, in multimedia and audio-visual activities) as well as cultural habits and consumption patterns. The cultural sector operates in a European arena and it is evident that, increasingly, cultural projects will have to be organised on a collaborative basis across frontiers. This follows both market and cultural policy logic. Thirdly, arts and cultural education programmes in Europe have been extremely shy and slow to answer to these strategic challenges and this has not been helped by the fact that the processes which are transforming culture are imperfectly understood. Europe is therefore in danger of lacking the skilled cultural managers able to run transnational co-operation projects, which today, and in future will be a key element of success for the knowledge base of the European workforce.
Challenges	<ul style="list-style-type: none"> • To produce a comprehensive review of skills and competences needed by future managers of cooperation projects, • To analyse various innovative methodological approaches that have been adopted in recent years to enable cultural managers to acquire those skills, • To develop standards for the field, • To organize a European seminar to debate the key issues and propose innovative European solutions for the sector.
Outcomes 2007:	<ul style="list-style-type: none"> • Dissemination of the VANIA questionnaires • Co-organisation of a Conference in Delphi (28-30 August) • Design and management of a BLOG • Dissemination of the outcome of the project • Presentation of final results in Brussels, breakfast meeting (12 December 2007) • Final Publication
Partners:	Fondation Marcel Hicter Cupore, Helsinki (cultural research center), International Intelligence on Culture, London (cultural research center) and Evremathia, Athens (training center).

CAPACITY BUILDING:

With the aim to promote capacity building in the cultural sector, ENCATC initiates and supports training activities for trainers and for students of ENCATC members. During these events, the participants have the opportunity to:

- (1) **learn from each other** by sharing knowledge, curricula, experiences, but also by comparing different approaches, testing innovative solutions and analysing best practices and key studies;
- (2) **develop common policy positions and joint project proposals**. Members with particular experience are also identified, and can be called upon to maximum advantage when needed.

ENCATC EVENT –BULGARIA MAPPING INITIATIVES – OBJECTIVES, METHODOLOGIES, SCALES AND POSSIBILITIES

Context	 <p>Cultural mapping becomes more and more popular nowadays. It can give a good picture of cultural agents, how they are positioned on the cultural scene and what kinds of relations and interactions exist between them. It can be well linked and complemented by in-depth research practices and by tracing the development of cultural organizations over time can produce a comprehensive three-dimensional picture of the cultural scene it reflects. Together with statistical data and case studies it can produce results important for researchers, practitioners and policy-makers.</p> <p>What is the background of cultural mapping and which are the institutions which carry out such kind of research? What are their objectives? What methodologies do they use in order to gather data? What different information systems and interfaces can be used for visualisation and presentation of the data gathered? What experiences and good practices can be analysed and presented in this way?</p> <p>This Meeting was a round table, a short, intensive debate among experts, and its aim was to identify, discuss and differentiate various in scale, methodology and objectives types of research. Its aim to put in focus the needs of cultural managers and explore how mapping initiatives can be used as practical instruments aiming at helping them develop their strategies and further cultural cooperation with different countries and regions. Attention was paid to interesting approaches in the area of practice-oriented research on culture and to different opportunities provided by new technologies in creating interactive cultural databases.</p>
Challenge	<ul style="list-style-type: none"> • To discuss and differentiate various in scale, methodology and objectives types of research. • To define the basic needs, elements and subjects in cultural data gathering systems, designed for direct content provision and usage by cultural managers. • To explore how mapping initiatives can be used as practical instruments aiming at encouraging and promoting cultural cooperation within and

	<p>between countries and regions.</p> <ul style="list-style-type: none"> To introduce some good practices in the area of practice-oriented research on culture and explore the opportunities of new technologies in creating interactive cultural databases.
Outcomes 2007:	<ul style="list-style-type: none"> Organisation of an Expert Meeting in Sofia, 17 November Report
Partners	InterSpace Association, CULT.BG Foundation, the University of Sofia, the Cultural Policy Education Group

ENCATC EVENT – BRUSSELS
TEACHING INTERNATIONAL CULTURAL COOPERATION IN EUROPE TODAY

Context	<p>The Cultural field is undergoing huge changes: globalization has transformed cultural creation and production as well as cultural habits and consumption patterns. The cultural sector operates in a European arena and it is evident that, increasingly, cultural projects will have to be organised on a collaborative basis across frontiers. This follows both market and cultural policy logics.</p> <p>Unfortunately, arts and cultural education programmes in Europe have been extremely shy and slow to answer to these strategic challenges and this has not been helped by the fact that the processes which are transforming culture are imperfectly understood. Europe is therefore in danger of lacking the skilled cultural managers able to run transnational co-operation projects, which today, and in future will be a key element of success for the knowledge base of the European workforce. In order to address the challenges faced by the cultural sector enhanced recognition of this new specialist employment skills are needed, which implies a certification of the qualification and competencies acquired by these new professionals.</p>
Challenge	<ul style="list-style-type: none"> To analyse and debate the ways and effectiveness of teaching cultural cooperation in Europe today This event also offered participants the unique opportunity to know more about the final results of the European project VANIA, "Validation and Certification of Training in the field of European Cultural Cooperation Project Management".
Outcomes 2007:	<ul style="list-style-type: none"> Breakfast meeting, Brussels, December 2007
Partners	ENCATC, the Foundation Marcel Hicter (Brussels), in cooperation with Cupore (Helsinki) Evremathia (Athens), International Intelligence on Culture (London)

**ENCATC EVENT – FRANCE
POLULATION, MUSEUMS AND TERRITORIES**

Context	<p>Audiences' policies are now recognized as a real speciality inside the field of heritage and the arts, especially museums. From university to audiences' services, a wide range of professionals are now involved by studying, implementing policies, evaluating the links between institutions and audiences.</p> <p>Audiences' policies cover a wide range of academic matters (art, sociology, economics, marketing, psychology, museum studies...), and a wide range of services and job opportunities (audiences marketing, mediation, and studies). Relations between cultural institutions and audiences are moreover to be constantly enhanced, unique in time, space and context. Therefore, professionals specialised in audiences policies finally need to develop technical, intellectual and above all personal skills. Educational programs dealing with audiences' policies and mediation are to be permanently updated. A balance must be found between theoretical and practical approaches.</p> <p>Yet a lot of successful practices, experiments and studies are not shared or remain unknown. The collaboration between searcher, practitioner, stakeholders and the audiences themselves need to be developed: the bridge between theory and the audiences' everyday life is always under construction.</p>
Challenges	<ul style="list-style-type: none"> • To exchange information and knowledge in the field • To legitimate professional skills, • To develop learning and training programs in that field for students and professionals • To improve the quality of the relation between museums professionals and their diverse audiences • To contribute to the development of collaborations between searchers, practitioners, stakeholders: the bridge between theory and the audiences' everyday life is always under construction.
Outcomes 2007:	<ul style="list-style-type: none"> • Organisation of a two-days Workshop in Lille and Lens 8 and 9 February • Organisation of a study visit in Lens • Publication • Evaluation Report • Set up of a working group for the organisation of a major European conference in 2008
Target group	<ul style="list-style-type: none"> • ENCATC members • Professionals/praticionnaires from museums • Policy makers • Representatives from UNESCO, Council of Europe.
Organisers & partners :	ENCATC, Nord Calais Region ; Musée du Louvre, Fondazione Fitzcarraldo ; Musée de Beaux arts de Lille, Ville de Lille, Ville de Lens
Long term perspective	<ul style="list-style-type: none"> • Organisation of a major Conference in 2008

ENCATC EVENT – FRANCE
THE AGENDA 21 FOR CULTURE: TOWARDS A NEW CULTURAL GOVERNANCE

<p>Context</p>	 <p>How should Cultural diversity be integrated in curricula? What specific methodologies trainers should develop? How the agenda 21 for culture should be implemented? Which are the best practices in this specific topic today? These are only few of the questions analysed and discussed in Lyon last 27th and 28th March during the 2nd ENCATC Workshop: “The Agenda 21 for Culture”:</p> <p>towards a new cultural governance”.</p> <p>The International Convention on the expression and protection of cultural diversity adopted by the General Assembly of UNESCO in October 2005 as well as the conclusions of the Universal Forum of cultures held in Barcelona in 2004 are main events for cultural managers and political decisions makers all over the world. In Europe, the issue of cultural diversity is a central challenge for the European Institutions and above all for all the country members of UE.</p> <p>All international Observers consider the cultural diversity as a main dynamics, but also sources of conflicts and tensions, for our occidental societies, in the context of globalisation of economical and cultural exchanges. This question is particularly addressed to local and regional authorities, in charge of public policies concerned by multiculturalism.</p> <p>The Agenda 21 for culture has set the principles for running policies promoting cultural diversity at local levels. More and more Cities and Regions are on the way to adopt the text and promote the process. If this subject is not a new one for some cultural managers and public administrators, the importance of the international context and political pressures creates a completely redefined landscape for cultural and artistic activities.</p> <p>This phenomenon must take its place in the curricula of the training centres and universities. Following the success of the Bratislava meeting of ENCATC focused on “competence in Diversity – Diversity on competence” and, as it is a large and complex question, an efficient focus could be made on the specific methods of Agendas 21 for Culture and the competences that students and professionals must develop to answer to political demands.</p>
<p>Challenge</p>	<ul style="list-style-type: none"> • To identify working perspectives and professional opportunities on Agenda 21 for cultural managers • To strengthen the transsectorial approach to cultural life in cities and promote policy debate with the civil society • To share experiences of policies for cultural diversity at local levels • To define what kind of specific skills and knowledge are required for acting in

	<p>the field of cultural diversity and intercultural projects</p> <ul style="list-style-type: none"> • To introduce some good practices in training on these subjects and innovate in pedagogy • To improve the access to researches and links between trainers and researchers on this specific thematic.
Outcomes 2007:	<ul style="list-style-type: none"> • Organisation of a two days workshop in March, Lyon, France • Organisation of study visits in Lyon • Final Report • Guideline for training on Agenda 21 for Culture • Support to the CoE in the organisation of an expert meeting in Brussels • Participation in the CoE programme "Intercultural Cities".
Partners	<p>University Lumière Lyon2 (Faculty of anthropology and sociology) in close collaboration with the Working Group on culture of the United Cities and Local Governments (Cités et Gouvernements Locaux Unis), Barcelona / Spain. With the support of the National Observatory of Cultural Policies, Grenoble / France.</p>
Place & Date	27 and 28 March 2007, Lyon France
Results:	This event was able to attract over 120 participants from many European Countries, from 44 different cities, as well as representatives from UNESCO and Council of Europe.

ENCATC ACTIVITIES FOR STUDENTS

WORK PLACEMENT DATABASE

<p>Context:</p>	<p>As more and more educators introduce a European dimension in their curricula, they also encourage their students to look for their internship in another European country. Also the students themselves recognise the need and value of a working experience in another country than their own for their future career development. Cultural cooperation within Europe is an element of cultural life that cannot be ignored by any organisation in cultural sector and therefore the demand for employees with European experience is constantly increasing. However, finding a suitable internship abroad seems to be not an easy task. While the education institutions and students may have a good knowledge of the arts and cultural organisations that accept trainees in their own countries, they often experience difficulties in finding a suitable organisation abroad. Often the students get internship placements in organisations of their countries that have offices abroad (for example Goethe Institut, British Council) but it would be a challenge to extend these placements to be done also in local organisations abroad.</p> <p>The problems encountered are mostly due to a lack of precise information about the organisations able to and/or willing to accept a trainee from abroad. Other obstacles to student placement and mobility include also the lack of funding (travel grants, etc.) as well as not sufficient information available for the potential host organisations (e.g. on educational institutions and their programmes, their student's potential skills and abilities). There are also lots of internships-providers firms offering placements abroad, but often they are very commercial, as they charge a fee to the students and often don't offer good or reliable placements.</p> <p>In 2006, ENCATC, set up a strategic partnership with Trans European Halles network, which continued in 2007, and a survey on the needs of Employers with the aim to know the needs and interests of the organisations (send to all THE members) was organised. A first site map was design. The Board of PEARLE confirmed its interest in this idea.</p>
<p>Challenge</p>	<ul style="list-style-type: none"> • Develop an online European cultural database, available on the ENCATC webpage, on internships and trainee placements. • Allow graduate and post graduate students, as well as young professionals, to identify placements and internships in different countries corresponding to their particular needs; • To foster the Bologna Process main goals
<p>Benefits of Internships</p>	<p>For Students</p> <ul style="list-style-type: none"> • an opportunity to apply their theoretical knowledge in an international context • gaining knowledge and competencies that are sometimes difficult to obtain in their own country • practical experience of intercultural differences • establishing European contacts and/or strengthening existing cooperation • improving their foreign language command

	<ul style="list-style-type: none"> • Enhancing their personal skills (thanks to new; often demanding environment): entrepreneurship; adaptability, self-reliance, creativity; among others. • Enhancing the employability in their land or abroad. <p>For hosting organisations</p> <ul style="list-style-type: none"> • having a trainee who brings not only his/her knowledge and skills while working on a specific/international project, but also valuable professional contacts in another country; • opportunity to get acquainted with competencies of cultural managers in other countries; • Having a trainee educated in another county, with different background; point of view, knowledge and set skills, may help the host to renew their insight into jobs profiles required within their organisations. <p>For educational institutions</p> <ul style="list-style-type: none"> • The internship reports and evaluation from the organisations may provide a valuable material serving the curricula improvement and development. • Contacts set up through international internships may help to establish partnerships between the hosting arts/cultural organisations (inviting foreign professionals to do lectures, etc).
<p>Opportunity</p>	<p>A European Cultural Internship Database would be a valuable and useful tool that would enable to find and arrange their internship placements successfully, and the potential hosting organisations to present themselves and their placements offers to a larger public.</p> <p>It has to be mentioned that there are already on-line databases concerning placements in the cultural sector. These include: www.cortex-culturempli.com (French) / www.kulturmanagement.net (German) as well as other internship websites providing information on placements in many fields. However, none of them are really covering our area of concern – both in geographic and in the thematic sense.</p>
<p>Outcomes 2007</p>	<ul style="list-style-type: none"> • Space on the ENCATC webpage where students can place their announcements and where potential hosting organisations present themselves and their placement offers • Identification of the most suitable financing source / funding programme for the construction of pilot database. • Internships Database • Identification of the most suitable financing source / funding programme for the construction of pilot database. • Internships Database • Articles and ad hoc information widely disseminated among our members institutions (ENCATC newsletter, THE network newsletter, websites etc..) • Methodology for the Newsletter PRAXIS developed
<p>Partners</p>	<p>ENCATC, THE Trans Europe Halles, Performing Arts Employers Associations league Europe, Pearle*</p>

BUILDING A PLATFORM FOR STUDENTS OF ENCATC PROGRAMMES IN NINE COUNTRIES AROUND THE BALTIC SEA

Context:	<p>Synaxis Baltica was established in 2002 as a student platform and network for university educational programs in Cultural Management and Cultural Policy in the Baltic Sea region. Considering a European context of cultural management it becomes more important to keep national differences alive and to focus on projects in a regional border-crossing context.</p> <p>The countries surrounding the Baltic Sea can refer to a lot of common roots in the past and Synaxis Baltica wants to display them and create shared cultural values today and in the future.</p> <p>The region has experienced rapid political, economical and cultural changes during the last decade.</p> <p>This leads to the conclusion that a network of this kind has an important role to play in order to create a continuous dialogue on the theory and practice of cultural policy and cultural management in the Baltic Sea region. The network aims to reach students, teachers and other interested people working on cultural management and cultural policy issues.</p>
Challenge	<ul style="list-style-type: none"> • To exchange information and knowledge in the field of cultural management and policy; • To participate in training opportunity that discusses cultural management and policy issues relevant to the hosting country and analyses specific contemporary cultural trends of the region, as well as of Europe at large. • To form international project teams and to work with students from different cultural backgrounds
Outcome 2007:	<ul style="list-style-type: none"> • Organisation of “Creative Clusters – Future Model for the Cultural Field?” Academy for students in Tallin (Estonia) 1st to 14th of August. • Final Report • Evaluation
Results 2007	<p>Seventeen students from seven countries from the Baltic Sea region explored the cultural industry and creative clusters field for two weeks guided by Dr. Gesa Birnkraut (Estonian Academy of Music and Theatre; consultant and trainer, Hamburg) and Mrs. Sue Kay (consultant and trainer, UK). The two-week intensive seminars also included lectures from Estonian professionals from cultural policy and cultural industry fields as guest lectures of the summer academy. The students learned and discussed the theory and the definitions of creative industry, creative clusters and compared the differences in Baltic Sea countries. In addition, the participants made an in-depth research analyzing local clusters and their potential. The summer academy was considered a successful event for students and organizers.</p>
Partners	<p>This project is supported by the Nordic Cultural Fund, Kulturkapital Fund, InfoBalt, 5 Continents, The Nordplus–network Kult, Swedish Cultural Fund, Svenska Folkskolans vänner, The ENCATC Nordic Baltic Platform, Ministry of Culture of Latvia, Liepaja City Council</p>

MILESTONES LIST

N°	Milestones title	Delivery date	Direct Beneficiaries (participants)
1	EAMP 2nd Project Meeting	24-26 / 01	15
2	ENCATC Workshop "Populations, Museums and territories"	8-9 / 02	50
3	ENCATC Board Meeting	12-13 / 02	8
4	ENCATC Workshop " Cultural Diversity and Agenda 21"	27-28 / 03	115
5	Meeting European Parliament Culture and Education Committee	20/03	45
6	ENCATC Board Meeting	19-21/ 04	8
7	ENCATC 15th Annual Conference (members and students) "Entrepreneurship and Training within the Cultural Sector"	30/05 03/06	177
8	EAMP 3rd Project Meeting	29-30/05	15
9	ENCATC Board Meeting	30/05	8
10	Synaxis Baltica, Students ' Academy	1 -14 /08	30
11	European Conference "Towards innovative solutions for the skills and competences needed by future managers of cooperation projects"	26-27/08	50
12	ENCATC Board Meeting	14-16/09	8
13	ENCATC Experts Meeting "Mapping initiatives: objectives, methodologies, scale and possibilities"	17/11	15
14	ENCATC Breakfast Meeting "Teaching international cultural cooperation in Europe, today"	12/12	35
15	ENCATC Expert Meeting "Towards a European GLOSSARY for cultural management"	12/12	9
16	ENCATC Working Group Meeting Interpretation / Mediation Applied To Heritage Sites	13/12	3

RAISING AWARENESS: BUILDING OF KNOWLEDGE SOCIETIES

ENCATC NEWSLETTER & FLASH



With the aim to provide the professional arts management constituency and students interested in the sector with update and detailed information about the European policy development ENCATC publishes each month a **NEWSLETTER**. It also publishes ad hoc basis **FLASH** Info or thematic newsletters. The newsletter is a service for the ENCATC members but it is also posted to a selected list of partners and stakeholders.

ENCATC WEBSITE



ENCATC also manages a regularly update **website** (www.encatc.org) rich in documents, researches and useful information.

In 2007 the website was enriched with more interactive pages for members' ONLY.

IMPROVING THE ACCESS TO RELEVANT MANAGEMENT EDUCATION AND TRAINING INFORMATION

Background	<p>The conception of developing a wider database on existing training programmes on cultural policy and management across different geographical areas was launched by the International Experts Meeting on "Cultural Policies: Training and International Co-operation" (UNESCO, Paris, November 2000).</p> <p>In order to implement this ambitious idea, UNESCO commissioned the European Network of Cultural Administration Training Centres, or ENCATC, to carry out within the framework of UNESCO's Programme and Budget for 2000-2001 (30C/5, Major Programme III, para.03011) a survey of centres and institutions providing education and training for cultural development personnel, in particular in cultural policies, management, administration, animation and entrepreneurship across the Russian Federation, the countries of Central Asia (Kazakhstan, Kyrgyzstan, Tajikistan,</p>
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	Turkmenistan, Uzbekistan), and the countries of the Caucasus (Armenia, Azerbaijan, Georgia). Parallel surveys were launched in Africa, the Arab Region and South-East Asia. The first UNESCO / ENCATC directory was published in June 2003 and made immediately after available on line.
A new proposal	ENCATC proposed to update the existing UNESCO/ENCATC Directory and to also include, in a first stage, two new geographical areas : Africa, Latin America and Caribbean area. Because the field of this survey is constantly changing, with a considerable number of new programmes being launched every year, ENCATC proposes to set up an on line tool enabling the institutions already present in the directory to upload the necessary changes to their profiles and to the ones who will be created after the publication to add and upload their profiles .
Challenges	To provide complete on line information on available training programmes for cultural development professionals in order to: <ul style="list-style-type: none"> • Allow graduate and post graduate students, as well as practitioners, to identify training courses and programmes corresponding to their particular needs; • Develop cooperation among training centres within and across the regions • Provide a complete picture of the present situation in training of cultural development specialists in order to allow the identification of gaps and shortcoming in training provision and make recommendations for the development of corresponding programmes. • Identify major trends and new training needs within the field and make policy oriented recommendations.
Actions	<ul style="list-style-type: none"> • Data collection, of existing centres and institutions providing training for cultural development professionals, in particular in cultural policies, management, administration, animation, entrepreneurship, etc. • Development of an interactive internet tool • Promotion of the webpage through postcards and conference
Geographical scope	Europe, Russian federation, Caucasus, Central Asia, Africa, Latin America and Caribbean Area.
Target groups	<ul style="list-style-type: none"> • Universities; training and research institutions • Graduate and post graduate students; Researchers • Practitioners; • International and European Institutions (UNESCO, Council of Europe, European Commission); • Professional organisations.
Deliverables	<ul style="list-style-type: none"> • On line ENCATC/UNESCO Directory 2007 • Project Evaluation • Final Report • Promotional Postcards • Final Conference
Partners	Main partners: ENCATC, UNESCO, OCPA.

NETWORKS AS LEARNING EXPERIENCE: IMPROVING CULTURAL COOPERATION AND MOBILITY IN EUROPE THROUGH THE ACTIVATION OF THE INTER-NETWORKING DIALOGUE

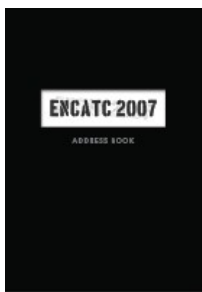
Context	<p>Networking in Europe has more than 20 years of existence and during this long path various forms of cooperation and working modes were developed. The network approach, first used in the field of sociology, and later adopted in various other disciplines (political science, economics, computing and organizational research), entered also the field of culture to identify the direct cooperation of exchange between cultural operators and to prove a flexible model of work where direct hierarchy is avoided. There are variety of definitions on what is a network:</p> <p>A preliminary research on the connection between networking and improving cultural cooperation patterns in Europe identifies the following important questions in European cultural networking where answers are still pending:</p> <ul style="list-style-type: none"> • What kind of evolution in cultural cooperation and mobility we see in Europe today as a result of the long existing networking process and growing number of networks? How do the networks encourage mobility and collaboration across borders in Europe? • How and by what means is the mobility of cultural workers, projects and ideas facilitated through the networking process? • How cultural networks could improve their efficiency as a result of better inter-networking programs and initiatives? • How the networking capital of knowledge on cultural cooperation and mobility can be turned into training methodologies? • What could be the pan-European initiatives and programs in relation to engage sustainable actions of networks for improving mobility and cultural cooperation? • What are innovative models of cooperation and self-organisation in the cultural field enhancing mobility (in a post-network age)? <p>In September 2004 ENCATC submitted to the European Commission a project proposal called "<i>Networks as learning experiences</i>". Although this proposal was not granted, the project proposal was very much appreciated by the Commission and ENCATC decided to find alternative ways to fund this idea.</p> <p>In 2006 ENCATC set up a formal cooperation with the University of Barcelona and the Jagiellonian University. Two researchers were appointed to identify the factors of success associated with the characteristics of the organizational model currently applied to the cultural networks, as well as the main needs and obstacles that hold back its further development. An electronic questionnaire in Spanish and English was developed by the two researchers and the first gathering of data started in June 2006.</p>
Challenge	<ul style="list-style-type: none"> • Foster an interactive a long-term dialogue between cultural networks in Europe and improve mobility of cultural operators within and outside of their respective networks. • Analyze their current activities, services and programs, to identify the gaps and needs in relation to inter-network relations in order to strengthen their efficiency and create better links between them, their Board and members. • Identify means and innovative ways by which European cultural networks play an active role as "learning experiences" in cultural cooperation by

	<p>mapping their current mobility potential and forecast future changes.</p> <ul style="list-style-type: none"> • Improve the capacities of cultural operators and artists in cross-boarder international projects and initiatives, with a special emphasis on the involvement of networks and initiatives in the new member states of the EU and beyond. • Outline ways of transformation of accumulated networks' knowledge on mobility and cultural cooperation into training modules and joined activities. • Define new strategies and curricula development for a better cultural understanding among networks members. • Outline more efficient ways of disseminating results in inter-networking cooperation.
Outcomes 2007:	<ul style="list-style-type: none"> • First research draft • Publication of articles on " Models of networks Management in the Cultural sector" • ENCATC presentation of the first results of the research on "Models of Networks Management in the Cultural Sector" realised by ENCATC in cooperation with the University of Barcelona in June, at The International Conference on "Cultural network at Works" organised by EFAH (European Festival association) and ISPA (International Society for the Performing arts), in Flagey Cultural Center Brussels. • Data Collection • Analysis of the data collected by the two researchers and production of some policy documents. • Research published in EN and SP
Target group	<ul style="list-style-type: none"> • Cultural networks and European institutions
Partners	ENCATC in cooperation with University of Barcelona
Long term perspective	Development of policy documents to be submitted to the policy makers and widely disseminated in Europe.

ENCATC PUBLICATIONS

ENCATC HAS PRODUCED THE FOLLOWING DOCUMENTATION IN 2007:

ENCATC 2007 Address book



Keep in Touch! Address book with participants of the 15th ENCATC Annual Conference on Entrepreneurship and Education in Cultural Life, published by ENCATC and Nätverkstan.

- Date: December 2007
- Published by: ENCATC

15 YEARS ENCATC BOOKLET

ENCATC booklet with stories, memories, pictures, drawings related to ENCATC. This booklet is full of personal experiences of ENCATC members to share with colleagues and friends, celebrating the 15 Years of our network.



- Date: May 2007
- Published by: ENCATC

MEDIATION IN HISTORICAL PLACES



The publication « Mediation in Historical Places, Offer, content, form and actors, is the result of the ENCATC Workshop on “mediation in historical places” held in Fontevraud on 31st March and 1st April 2006. This event was organised by ENCATC in partnership with the Université Catholique de l'Ouest and in cooperation with EUROPA NOSTRA.

The term ‘mediation’ has become widely used in the cultural and heritage domains, in France for the past fifteen years, to describe that which, in the presence of a third party or via different vectors, produces *the time and the place for an encounter between a public and a work of cultural interest*. However, although the literature on cultural mediation is gradually growing, there is little work being done on the mediation of historical sites. It would be assumed that this term, which has apparently been admitted into France, is making little or no headway across our borders and reveals a remarkable situation.

- Date: March 2007
- Published by: ENCATC

BOOKS TO BE PUBLISHED SOON:

MUSEES, POPULATIONS, TERRITOIRES Date: December 2007, Published by: ENCATC & Louvre Museum

MODELS OF NETWORKS MANAGEMENT IN THE CULTURAL SECTOR Date: December 2007, Published by: ENCATC & University of Barcelona

BENEFICIARIES FROM ENCATC ACTIVITIES AND INFORMATION

ENCATC carried out a Members Survey done during the ENCATC General Assembly in June 2007 in Göteborg and continued afterwards per email and phone, in order to get feedback from the members. According to the results, we can say that:

a) DIRECT:

1. An average of 2 persons per **Member Institution** are **participating actively** in ENCATC, which means **250 persons in 39 countries** from Europe and beyond.
2. In 2007, ENCATC organised several activities (Annual conference, expert meetings, projects' meetings, workshops, among others) During these events we estimate that about **1140 people** (average of **60** people coming to each event **from an average of at least 20** different European countries).
3. **Thanks to contacts of the ENCATC / UNESCO Directory** (interactive on-line database presenting updated information on 265 training centres in Europe, The Russian Federation, The Caucasus and Central Asia (other than ENCATC members) ENCATC is also able to inform about **265** additional teachers.



b) INDIRECT:

1. Thanks to our updated **Mailing List**, ENCATC is able to spread its information to over **400 Stakeholders** – European and international networks, policy makers, representatives.
2. Thanks to our research we also estimate that over **13.500 students and professionals** profit from our training opportunities and information by participating to our events, reading our reports of activities or/and publications, Know-how and content transfer acquired by teachers in events, teacher and student exchange, Joint Programmes, EU-Funded Projects.

Estimation

ENCATC members active in activities/information	250
ENCATC members and stakeholders in educational and cultural field attending ENCATC training Events	1140
Training Centres and Universities that offer cultural management/related studies / potential members, comprehended in the ENCATC/UNESCO Directory.	265
Stakeholders, cultural managers receiving Newsletter and regular ENCATC information	400
Professionals, cultural managers	2.900
Students, trainees attending ENCATC training/courses (per year, considering only students/professionals in the Cultural management field and related studies, adding the multipliers effect in their universities)	10.638
TOTAL Beneficiaries in the field of activities and information from ENCATC 2007:	15.593 persons

DELIVERABLES LIST:

N°	Deliverable title	Dissemination level
1	<u>Newsletter 01-2007</u> ENCATC's Highlights for 2007	Members Stakeholders and Press
2	<u>Newsletter 02 -2007</u> Agenda 21 for Culture: Towards a new cultural governance	Members Stakeholders and Press
3	<u>Newsletter 03 -2007</u> European Union: 50 Years Together	Members Stakeholders and Press
4	<u>Newsletter 04 - 2007</u> 15 Reasons why to join us for the 15th Annual Conference	Members Stakeholders and Press
5	<u>Newsletter 05/06 - 2007</u> Cultural Networks at work	Members Stakeholders and Press
6	<u>Newsletter 07 - 2007</u> Validation and Certification in cultural cooperation project management	Members Stakeholders and Press
7	<u>Newsletter 08 - 2007</u> Europe's Competitiveness threatened by reforms in education and training	Members Stakeholders and Press
8	<u>Newsletter 09 - 2007</u> Mapping Initiatives in South East Europe: Objectives, methodologies, scales and possibilities	Members Stakeholders and Press
9	Flash 1/2007 ENCATC 15 Years and Annual Conference	Members Stakeholders and Press
10	Flash 2/2007 "A European agenda for culture in a globalizing world"	Members Stakeholders and Press
11	Flash 3/2007 ENCATC's President (Hermann Voesgen) Letter to members	Members Stakeholders and Press
12	Flash 4/2007 The cultural economy and cultural activities in the EU27	Members Stakeholders and Press
13	Flash 5/2007 European Agenda for Culture endorsed by the Council	Members PR-List
14	First Issue "Praxis" Internship offers for students	Members
15	Mediation in Historical Places Publication	Members Stakeholders and Press
16	15 YEARS ENCATC BOOKLET Publication	200 hard copies in ENCATC GA Online copies: Members Stakeholders and Press
17	ENCATC 2007 Address book Publication	Members

18	Reader Workshop "Populations, Museums and territories"	50 persons - hard copies
19	Reader Workshop " Cultural Diversity and Agenda 21"	115 persons - hard copies
20	Reader ENCATC 15 th Annual Conference	177 persons - hard copies
21	Reader European Conference "Towards innovative solutions for the skills and competences needed by future managers of cooperation projects"	50 persons - hard copies
22	Reader ENCATC Experts Meeting "Mapping initiatives: objectives, methodologies, scale and possibilities"	15 persons - hard copies
23	Final Publication VANIA	35 persons (hard copies)

BUILDING STRATEGIC PARTNERSHIPS

Since its creation, the ENCATC cooperates in many ways with the **European Commission**, the **European Parliament** and other European and International institutions including **UNESCO**, the **Council of Europe**, the **European Cultural Foundation**, the **Nordic Cultural Fund**, among others.

EUROPEAN COMMISSION & PARLIAMENT

ENCATC is one of the European networks active in European level in the field of culture.

In 2007, the new generation of Community programme in the field of culture, education and training was launched and the Communication on culture in a globalised world published. The network played an **active role in representing the views of its members and the sector** in relation to these programmes. It also monitored the legislative process at Council, European Parliament and Commission level.



In March 2007, ENCATC was invited by the Parliament members of the Culture Committee to expose its activities and past achievements.

In April 2007, the President of ENCATC, Hermann Voesgen and the ENCATC Executive Director met in Brussels the Commissioner in charge of Education and Culture, **Jan Figel**. This meeting was aimed at 1) handing to the Commissioner the results of the SECEB Research (Sharing experience on Cultural education realising the Bologna Process) 2) presenting the ENCATC Policy paper on Bologna.

UNESCO



ENCATC is a non-governmental organisation, NGO, with **operational relations with UNESCO since 2000**.

In 2007, UNESCO took an active role in the organisation of the **Annual Conference in Göteborg, Sweden**. The Conference was placed under the patronage of UNESCO and representatives from the UNESCO Division of Culture and Intercultural Dialogue as well as from UNESCO cultural Chairs worldwide attended this event.

In 2007, ENCATC delivered to UNESCO the **online version of the UNESCO/ENCATC directory on Training in cultural policy and management: *International directory of training centres; Europe, Russian Federation, Caucasus, Central Asia, Latin America and Asia***, which is the first online tool for the sector.

The **UNESCO World Heritage Center** was also one of the key partners of the **working group on "mediation of Heritage"**.

COUNCIL OF EUROPE

ENCATC was launched in 1992 under the auspices of the Council of Europe. The launch was supported by the Council of Europe in the framework of the "Training of cultural administrators" programme of the Council of Europe. The programme's aims are to facilitate the mobility of trainers and trainees in the field of arts administrations; to stimulate the exchange of information on pedagogical contents and methodologies; to encourage arts administration training programmes to include European dimension in the curricula. The Council of Europe is an ex-officio member of the ENCATC Board.

In 2007, there was a regular information exchange between the Council of Europe and ENCATC. Moreover, ENCATC representatives were regularly invited to attend Council of Europe main events as well as CoE representatives were invited to attend and actively participate to the ENCATC Annual Conference in June 2007.

In June 2007, ENCATC co-organised and hosted the expert meeting on Intercultural cities organised by the Council of Europe, on 18 & 19 June 2007 that gathered in Brussels 19 experts from several European countries.

EUROPEAN CULTURAL FOUNDATION

ENCATC has been a privileged partner of the European Cultural Foundation since 1999.

In 2007, ENCATC continued to actively cooperate with the European Cultural Foundation with the status of associate partner in the framework of the LAB project, specifically in the Glossary project. The **LAB** is an ECF initiative launched by the European Cultural Foundation with the aim of serving the European Cultural field. This project has the ambition to provide comprehensive expert coordinated information, knowledge and service in the interests of cultural cooperation in Europe; to generate new knowledge and enhance collaborative artistic practise in Europe as well as to support the cultural sector's voice in Europe and worldwide, helping to put culture high on the political agenda.

OTHER ORGANISATIONS & EUROPEAN NETWORKS

In 2007, ENCATC continued to reinforce its cross-cooperation with the other European and International networks-like EFAH, **Pearle**, **CEREC**, **ISPA** and **IAMA**-networks for producers, **ERICARTS** and **CIRCLE**-for cultural policy research, **IFACCA**-for cultural agencies. In particular ENCATC explored the possibility to foster the cooperation and mobility in Europe through the activation of the inter-networking dialogue.

In June 2007, in cooperation with the European Festival Association, in the framework of the EAF annual conference, ENCATC was the leader of a workshop on the "role of the European cultural networks today". The first results of the Research on cultural networks were presented and analysed.

THOMASSEN FUND



In 1999, ENCATC launched the Thomassen Fund. This **mobility fund** aims at widening and strengthening the participation of Central and Eastern European cultural management training institutions and individuals in the ENCATC activities and projects. It provides matching grants towards full membership fees and travel grants.

The Thomassen Fund provides three types of grants:

- Travel grants to attend the General Assembly (open to member and exceptionally to non-member institutions, particularly those on their way to Full Membership).
- Travel grants to attend other ENCATC meetings (for support of member institutions only, to facilitate the development of projects and to attend network meetings, workshops and working groups).
- Matching grants towards membership fees (open only to full member institutions), especially those who have early financial difficulty in meeting their obligations as members.

In 2007, in order to actively contribute to the mobility of professionals and to foster the setting up of synergies among ENCATC members, ENCATC invested **3.915 Euro** (contribution for travel and accommodation costs)

2007

Calendar

month	dates	encatc event	place
January	24-25-26	EAMP 2 nd Project Meeting	Lyon (France)
February	8-9	ENCATC Workshop "Populations, Museums and territories"	Lille/Lens (France)
	12-13-1	ENCATC Board Meeting	Brussels (Belgium)
March	27-28	ENCATC Workshop "Cultural Diversity and Agenda 21"	Lyon (France)
April	19,20,21	ENCATC Board Meeting	Brussels (Belgium)
May - June	30/05 03/06	ENCATC 15 th Annual Conference (members and students) "Entrepreneurship and Training within the Cultural Sector"	Göteborg (Sweden)
	29-30/05	EAMP 3 rd Project Meeting	
	30/05	ENCATC Board Meeting	

Activity

August	1 -14	Synaxis Baltica, Students ' Academy	Tallinn (Estonia)
	26-27	European Conference "Towards innovative solutions for the skills and competences needed by future managers of cooperation projects"	Athens (Greece)
September	14-16	ENCATC Board Meeting	Bratislava (Slovakia)

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November	17	ENCATC Experts Meeting "Mapping initiatives: objectives, methodologies, scale and possibilities"	Sofia (Bulgaria)
December	12	ENCATC Breakfast Meeting "Teaching international cultural cooperation in Europe, today" ENCATC Expert Meeting "Towards a European GLOSSARY for cultural management"	Brussels (Belgium)
	13	ENCATC Working Group Meeting Interpretation / Mediation Applied To Heritage Sites	

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European Network
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