



Shared knowledge in Southeast and Central Europe Lab for European Project Making 2017-2018

*Timisoara 2021, Novi Sad 2021, Rijeka 2020
associate partners: Matera 2019, Plovdiv 2019 and Eleusis 2021*

Lab for European Project Making is a programme designed to develop and strengthen the cultural leadership skills of practitioners emerging on the international scene, in order to build strong management support for upcoming Culture capitals. Through its framework, content and methodology, it aims to improve skills of **creative producers**, giving an opportunity for peer-to-peer learning and networking, with fresh insights into international practices. We intend to build meaningful collaborations within Southeast and Central Europe.

The primary objective is to significantly **increase the capacity** - both locally and transnationally - to conceive, finance and **make** large-scale European cultural projects.

At the same time, we hope to **re-make the European Project** at its roots, forming a foundation for future collaboration and human development.

► BACKGROUND

The Lab for European Project Making is launched in June 2017 to support the European Culture Capitals in their development and to reinforce management capacity. The lead organizations are **Timisoara 2021**, **Rijeka 2020** and **Novi Sad 2021**. Associate partners Matera 2019, Plovdiv 2019 and Eleusis 2021 will also recruit Lab participants. This platform aims to promote cooperation between Southeast and Central Europe cultural managers. Three themes - **Public, Production and Program/Policy** will be dealt with during 2017-2018.

► OBJECTIVES AND EXPECTED OUTCOMES

The primary objective is to significantly increase the capacity of future Culture Capitals both locally and transnationally - to conceive, finance and implement large-scale European cultural projects.

The LAB seeks to strengthen communities/networks of cultural leaders and practitioners. Expected outcomes: participants will be empowered with new tools and cultural leadership skills, providing means to engage more efficiently in international cultural cooperation. We anticipate that this process will generate a multiplier effect. The training programme will enable 30 emerging creative producers.

The secondary objective is to increase the networking surface in Southeast and Central 1



Europe, making possible more coordinated and effective capacity building across the borders between Croatia, Serbia, Romania, Bulgaria, Greece and Italy. Contacts between emerging producers and cultural leaders should radically increase cooperation opportunities.

The potential consequences of such an ongoing Lab include strengthening intercultural competence and cultivating leadership in important macro-regions, still developing both democratic and cultural energy, at the edges of Europe.

► CONTENT

Each of the modules will cover one of the **three** main topics:

LAB 1: PUBLIC (Timisoara, Romania) 9-17 December 2017.

audience engagement, participation, communication, diversifying audience, volunteers, community development, audience councils, participatory budgeting
mentors:

Cristina da Milano - audience engagement expert, Italy, **Francois Matarasso** - participation and community arts expert. UK guest

speakers:

Chris Torch - artistic director Timisoara 2021 and audience engagement expert,

Iker Tolosa – Donostia/San Sebastián 2016, focused on engagement, Basque Country/Spain

Prof Wolfram Gernot - expert, Intercultural Communication, Macromedia Uni, Berlin **TBC**

LAB 2: PRODUCTION (Novi Sad, Serbia) 14-22 April 2018

event management, technical considerations, public space, health and safety, branding the space, marketing, staff management

mentor:

Birgitta Persson, Olivearte (formerly TransEuropeHalles)

and one more (TBC).

guest speakers:

Dušan Kovačević - Director and founder of Exit festival, Novi Sad

TBC and one more (TBC)



LAB 3: PROGRAM // POLICY (Rijeka, Croatia) 30 June - 8 July 2018

Programme development, European dimension, networking, co-production, budgeting - long term, cultural policy, fundraising

Mentors:

Julia Pagel - general secretary for NEMO

Adam Jeanes - project leader and Head of Music/Arts Council England UK

Guest speakers:

Milena Dragičević Šešić - PhD, Faculty of Dramatic Arts in Belgrade, UNESCO Chair holder. **Barbara Gessler**, Head of Culture/DGEAC/EU **TBC Nevenka Kopišek** - Director of Bunker Institute **TBC**

Participatory group discussions and educational workshops will explore a variety of current challenges and opportunities, and provide knowledge and working approaches into:

- The purposes, values and principles of international networking,
- Ways of achieving successful cooperation projects across borders and cultures,
- How to identify new trends in international cultural management,
- Strengthening intercultural management skills and developing leadership on a global scale,
- Improving soft skills for collaborating with peers in different social and cultural environments, learning how to take risks and embrace uncertainty when collaborating with new partners, develop practical communication and management skills on topics that enable young cultural managers to become new players of practice - and reflection-based diplomacy,
- Organisational strategies to develop leadership in and through international work.

► METHODOLOGY

The LAB for European Project making is a tailor-made programme for cultural managers and creative producers. During the training sessions, the methodology used is interactive. It is based on peer-to-peer exchange and cooperative learning, and allows for establishing hands-on intercultural encounters, benefiting a mutual experience.

Six leading European experts and educators develop a specific mentoring approach. The team of experienced trainers is responsible to improve the design and methodology of the course, which is problem- and research-based, focused on praxis.

The project will provide participants with a nine-day training programme in each of three cities, that will include thematic exchanges, workshops and lectures on international cultural management. Participants will also acquire competences on cultural leadership through





thematic participative problem-solving discussions, guidelines and reference documents, simulation exercises, group dynamics, examples of good practices, etc. The LAB for European Project Making is a starting point of a long-term process that should enhance cooperation and co-creation. Participants should also provide projects proposals in their applications that may lead to cooperation projects and follow-up actions, when relevant and possible. Training content and supporting material will be collected in a dossier of learning tools, to be made available to participants for further use after the training programme.

Online documents and templates will be created, so that digital learning can continue throughout the process. Also, an online handbook in European Project Making will be developed.

Potential participants

The primary participants are potential staff and project managers for the developing programs of the European Capitals of Culture. Each European Capital of Culture (Novi Sad, Timisoara and Rijeka) will identify eight (8) emerging ‘creative producers’, cultural initiators, who could potentially take on central production and engagement rolls in ECoC Cultural Programmes. Other partner cities will identify all together six (6) participants.

Criteria for selection

- permanent residence in one of the cities involved in the project: Timisoara, Novi Sad and Rijeka plus surrounding counties/regions and connected municipalities;
- have relevant working experience in the field minimum 2 years within the cultural sector (with production, cultural NGO, a leadership experience based in the region/country of the Host ECoC);
- committed to the ongoing ECoC (long term engagement in some way with the Host ECoC - intern, project leaders, collaborators, cultural workers that are active on local scene);
- developed language skills - strong proficiency in the English language;
- previous experience in international networking and cultural exchange;
- strong interest in international cultural collaboration and desire for further professional development in a global working context;
- strong awareness of intercultural sensitivities and passion about topics of global relevance.



► APPLICATION PROCEDURE

Candidates who wish to be considered for participation should apply by filling in the online application form and providing these documents:

- CV (no longer than one A4 page) and one photo.
- 2 references and recommendations
- description of an ongoing or prospective cultural project you participate or lead (not more than 1000 words)

Please note that candidates will be asked to fill in information on their CV, as well as an expression of interest which should outline the candidate's motivation, and what he/she can bring to the learning group for sharing with his/her peers during the training.

In addition, candidates will be asked to describe an ongoing or prospective cultural project that is being implemented/to be implemented in the near future.

The deadline for applications is **15 September 2017, 23:59**.

To fill the application please follow the link: <https://goo.gl/Q8rdrJ>

Selection procedure

Candidates will be selected by the management team of the partnering ECoCs, LAB for European Project Making team and the experts/tutors who will deliver the programme. Selected candidates will be informed about their participation by **15 September 2017**. The management team will assist selected participants in their travel preparations (including visas) and bookings.

Financial participation

The training programme is fully financed by organisers. An agreement with the chosen candidates will be signed, committing to a full participation during all three Labs, with continuity and engagement in participating ECoCs. A cancellation fee will be paid by any participant who does not complete at least 75% of the LAB or does not fulfil obligations according to the agreement.

The costs of the residencies (lodging, meals, internal trips, training costs, documents, copies, translation, etc.), as well as travel expenses for the participants from Novi Sad, Rijeka and Timisoara, will be all covered by the organizers.





PARTNERS

Rijeka 2020

Rijeka was designated to be the European Capital of Culture of 2020. What Rijeka 2020 brings in terms of citizens and visitors is summarized under the slogan 'Port of diversity'. The concept is based on the topic of labour issues and the right to work, right to be different, and the issue of environmental sustainability, culture diversity and social inclusion. Themes of *Work, Water and Migrations* are developed in seven flagships: *27 Neighbourhoods, Brick House, Seasons of Power, Coastlines, Dopolavoro, Kitchen, Sweet & Salt* reflecting the authenticity of Rijeka and at the same time corresponding to the European and global values and problems. *Classroom* is the horizontal thread throughout the Cultural Programme. It is designed as an integrated learning program for building capacity of the cultural sector and for empowerment of local community, developing both the transversal skills and specialized know-how.

Novi Sad 2021

The goal of the Novi Sad 2021 project is to build 'new bridges', both within the community with local people, and with regional neighbours and countries in the European Union, as part of the integration of Novi Sad, Vojvodina and Serbia in the family of European countries. To that regard, we strive to build new cultural, social, economic and political bridges, and develop new operation mechanisms in culture. The candidacy of Novi Sad for the ECoC 2021 is based on the programme concept comprising four areas unified under the moto 'For New Bridges': New Way Bridge (*themes: cultural heritage and hospitality*); Rainbow Bridge (*themes: reconciliation and migration*), Freedom Bridge (*themes: creative industry and young people*), Hope Bridge (*themes: cultural capacities and public spaces*). The educational Platform 2021 is a complex project dedicated to raising human capacities through transfer of knowledge, implementation of educational and experience programmes intended for employees of the Foundation, artists, managers, and workers in culture (both from the public institutions and non-governmental sector), as well as for people who work in tourism and creative industries. Educational projects are the pillar of the *Hope Bridge*, because their goal is to raise human capacities both of the members of the Foundation, and of all interested participants in the cultural system of the city of Novi Sad and the so-called 'Zone 021'.

Timisoara 2021

Our main mission is to actively contribute to the formation, support and communication of a diverse and inclusive space. Therefore, *Citizen* and *Community* are at the heart of the work. Our strategy is to develop audiences by working directly with them. During the StartUp Phase (2017-2019), local and regional cultural operators, together with European partners, focus on engagement and participation. In order to cultivate and sustain the inspiration and energy needed for this ambitious endeavour, we develop a Resource Centre (*Power Station*), dedicated to the consolidation of capacity for the cultural and creative sectors. The Power Station launches a unique and multi-layered action, based on needs identified during the planning process. By enhancing collaboration accomplished regional and international experts and the local scene, we hope for new skills and competences.

