



2021

ACTIVITY REPORT

**EUROPEAN
MUSIC
COUNCIL**



Scope of the report

This report is based on the Social Reporting Standard and describes the activities of the European Music Council in the period 01/01/2021 to 31/12/2021. The seat of business is Haus der Kultur, Weberstr. 59a, 53113 Bonn.

The European Music Council is a membership organisation and a registered not for profit organisation under VR8162 at the Amtsgericht Bonn.

Questions about the report can be addressed at info@emc-imc.org.

Based on the design of Linus Rudolph

Print: Messner Medien GmbH

Photos: Endre Lohne: p. 2, 4, 12, 16, 18, 26, 32

Benjamin Fayolle: p. 6, 20

Simona Supino: p. 34, 37

Slawek Przerwa: p. 21, 29

Diego Crutzen: p. 6, 24

Larko: p. 22

Nabil Elderkin: p. 15

Eric van Nieuwland: p. 28

European Forum on Music, Riga, 2015: p44

Printed on eco-friendly paper.

The European Music Council is supported by:



**FREUDE.
JOY.
JOIE.
BONN.**



**Co-funded by
the European Union**

The European Commission's support for the production of this publication does not constitute an endorsement of the content which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information.

Content

| | |
|---|-----------|
| INTRODUCTION | 4 |
| The European Music Council | 5 |
| The Year in Numbers..... | 7 |
| OUR SOLUTION..... | 8 |
| Where We Stand..... | 8 |
| Our Strategy..... | 8 |
| Intended Results..... | 10 |
| Impact Logic | 11 |
| WORK PERFORMED | 12 |
| Input: Resources Used | 12 |
| Output: Work Performed..... | 13 |
| Events..... | 14 |
| Cultural Policy..... | 18 |
| Membership Development..... | 23 |
| Communication | 24 |
| Cooperation with European and international networks..... | 27 |
| Cooperation Projects as Partner..... | 28 |
| Cooperation Projects as Coordinator: SHIFT | 30 |
| Other Projects: MusicAIRE | 33 |
| Outlook..... | 35 |
| ORGANISATIONAL STRUCTURE | 36 |
| Our Network..... | 36 |
| Membership Structure..... | 37 |
| Our Organisation..... | 38 |
| Employed Personnel..... | 38 |
| The EMC Board | 39 |
| Internal Control System..... | 40 |
| Environmental and Social Profile | 40 |
| FINANCES | 41 |
| Income | 41 |
| Expenditures | 42 |



»We are convinced that the music sector has the capacity to help overcome the COVID-19 crisis. The music sector will contribute to the digital, green and inclusive recovery of Europe.«

2021 in many ways felt like an extension of the year that went before, and a year that could only be described as an emotional rollercoaster for the music sector. From the hardship felt in the first few months of the year following the winter lockdown, to the signs of hope generated by the surging vaccination programme and roadmap to the reopening of the world, the music sector was left fatigued and nervous about how it would look after two years of uncertainty.

The EMC has responded in an exemplary manner in keeping the membership community connected in a time where so many felt isolated. Throughout the last year, we have truly seen the benefit and need for cultural organisations like the EMC, not only in rebuilding the sector, but in the connectivity of the European cultural sector and the wellbeing of those who work in it.

After my election to President of the EMC in June 2021, I am delighted to have been a passenger in the process of rebuilding the sector and feel privileged to have been surrounded by an incredibly hardworking and passionate EMC secretariat.

I am confident that this activity report will provide a clear overview of the exceptional effort put forth by the EMC team and I hope you find it enjoyable to look back over the year with us.

All the best,

Victoria Liedbergius
President of the European Music Council

THE EUROPEAN MUSIC COUNCIL

Who we are

The European Music Council (EMC) is a not-for-profit organisation dedicated to the development and promotion of all kinds of music in Europe. Music is a powerful driver of personal and societal growth, it can play an important role in society for identity, inclusion and the furthering of democratic principles.

The 74 members of the EMC represent the diverse musical genres and styles which prevail in Europe, as well as the different age groups active in musical activities at all levels of professionalism – from amateurs to music students to recognised professional musicians.

What we do

The EMC serves European music organisations by converging the music sector's many voices. The members specialise in fields such as education, creation, performance, documentation, management and publishing.

What we believe in

In line with the 5 Music Rights, established by the International Music Council (IMC), the EMC's strategies and actions honour human and cultural rights such as:

The right for all children and adults to express themselves in full freedom, to learn musical languages and skills and to have access to musical involvement through participation, listening, creation, and information. Furthermore the 5 Music Rights acknowledge the right for all musical artists to develop their artistry and communicate through all media, with proper facilities at their disposal and to obtain just recognition and fair remuneration for their work, creation, performance, documentation, management and publishing.

5 Music Rights



- | | |
|--|--|
| THE RIGHT FOR ALL CHILDREN AND ADULTS | 1 To express themselves musically in all freedom |
| | 2 To learn musical languages and skills |
| | 3 To have access to musical involvement through participation, listening, creation, and information |
| THE RIGHT FOR ALL MUSICAL ARTISTS | 4 To develop their artistry and communicate through all media, with proper facilities at their disposal |
| | 5 To obtain just recognition and fair remuneration for their work |



»» *The membership in the European Music Council amplifies the impact of our work, allowing the European Concert Hall Organisation to achieve even greater successes in promoting and advancing music.* ««

Federico Rinaldi
European Concert Hall Organisation

»» *We have been members of the European Music Council since its creation and we have hugely profited from its work ever since.* ««

Sonja Greiner
European Choral Association



THE YEAR IN NUMBERS

2

*episodes of the
EMC podcast
'MusicWebs'*

3 *EMC Members
Lounges with
approx. 80
participants*

10 *meetings
with EU political
stakeholders*

210 *participants
and 2600 streams at
the online edition of
the European Forum
on Music*

21
newsletters

3 *letters to
political stake-
holders together
with the wider
cultural field*

WHERE WE STAND

The European music sector is facing many challenges. Some of them need to be addressed by policy-makers, for example through substantial investment or an effective copyright law to ensure fairer revenue streams for artists. However, as the music sector is very diverse, from music education to music business and amateur music, the challenges differ from sector to sector.

Another challenge is the constant need for new competencies and capacities, may it be in marketing, educational methods, project management or digitisation. Connecting beyond one's national borders is another important aspect to ensure a thriving music sector.

OUR STRATEGY

Activating the music sector

The European Music Council voices the needs and interests of the music sector by bringing together representatives of European music networks and organisations of all fields. It has the necessary expertise and knowledge to act as a consultant and contribute to policy developments relating to music and culture. This has a structuring effect on the music field. The EMC serves as an influential advisory body for political decision makers when it comes to discussing music and its impact on a pan-European level.

Strengthening the music sector

The EMC provides exceptional value to European music organisations, as it provides practical knowledge and expertise, strengthens their competences and capacities, enables networking, and as such contributes to the professionalisation and competitiveness of the music sector.

Connecting with and beyond the music sector

The European Music Council enhances communication and supports the exchange of information between stakeholders within the European music sector. It encourages cooperation between players in that sector and beyond by initiating and facilitating joint activities and partnerships. This will contribute to creating synergetic effects and internationalise the music sector.

WE WORK TO IMPROVE THE GENERAL CONDITIONS FOR MUSICAL LIFE IN EUROPE. IN ORDER TO MAKE THE MANY POSITIVE FACTORS OF MUSICALITY VISIBLE, THE EMC ENGAGES IN SEVERAL WAYS IN THE POLITICAL ARENA.

We achieve that by

Through its initiative the European Agenda for Music, the EMC brings together, for the first time, representatives of the not-for-profit and the commercial sectors to speak with one voice.

The EMC raises awareness for musical diversity and music as a societal and political factor, including new audiences, intercultural dialogue,

music and migration/refugees and their cultural and creative influences. The EMC speaks in debates on the development of cultural policies in Europe and beyond in partnership with members, other cultural networks and partners, creating synergies with others active in cultural policy.

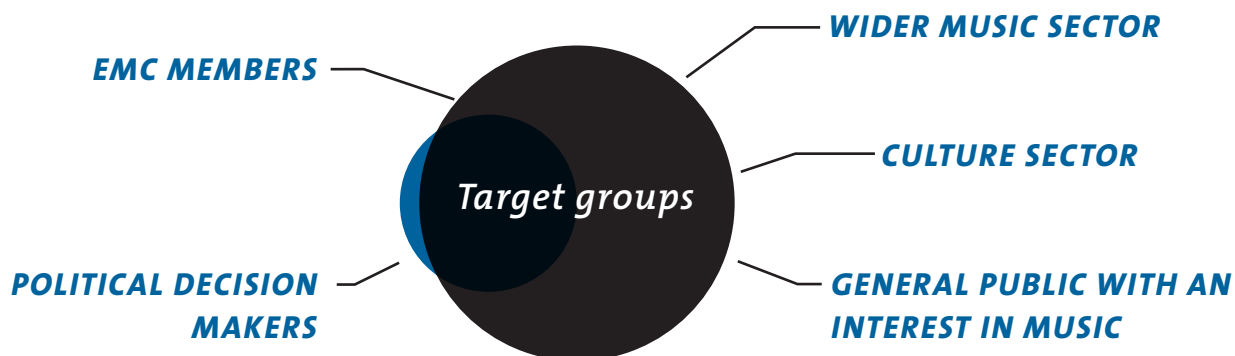
The EMC professionalises the music sector through international exchange and dialogue with experts. The EMC strengthens the capacity of the music sector, e.g. through new business and management models, digital tools, advocacy work, etc. and encourages peer-to-peer learning. Through meetings, conferences and workshops the EMC

creates and fosters synergy effects for the music sector. The aim is to provide an accurate overview of the music sector (via membership surveys and data collection), and empower the capacity of young professionals working in the music sector (through the EMC Fellowship Programme).

The EMC communicates about members' activities, and the music and culture sector at large. Additionally, the EMC develops and coordinates cooperative projects with different partners or participates in projects coordinated by members and partners. The EMC provides its members

with possibilities to exchange with European and international networks from all artistic disciplines and promotes and contributes to the internationalisation of the music sector through participating in programmes and activities of the International Music Council (IMC).

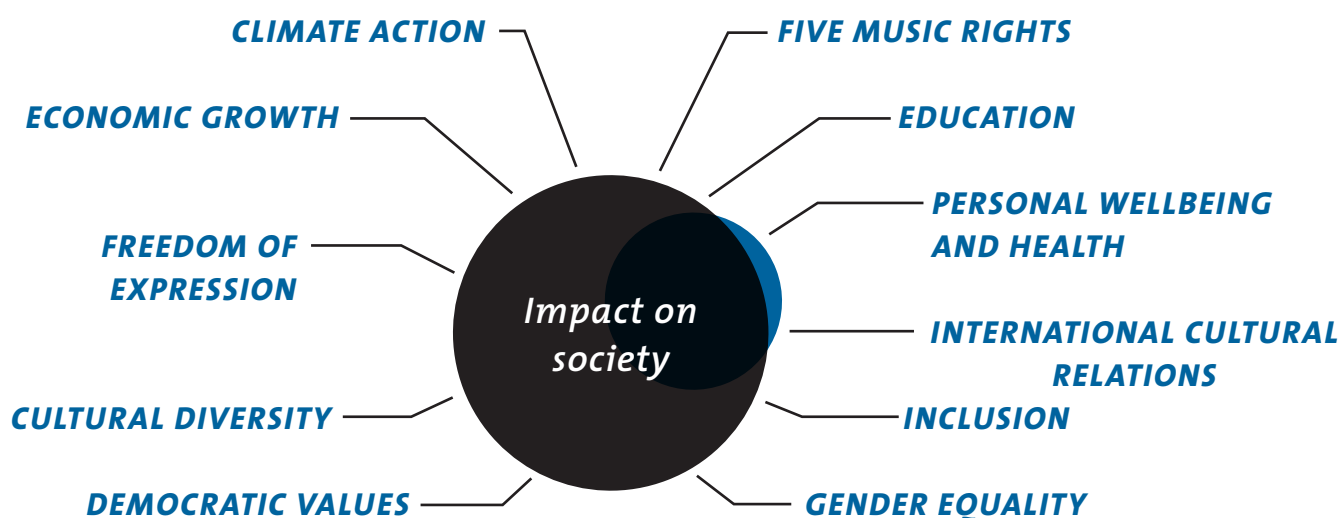
INTENDED RESULTS



Within the EMC membership, we converge the many voices of music stakeholders all over Europe and beyond. We find common challenges and facilitate exchange. Furthermore, we aim to provide a fertile ground for European cooperation projects.

In order for the music sector to thrive, we communicate the boundaries music practitioners and cultural workers encounter to European political stakeholders. We also act towards national stakeholders together with our members.

We understand the European music sector to include all of the people, organisations and companies in Europe who contribute to or engage in a significant way with music: artist managers, booking agents, creators, conferences, composers, distributors, festivals, industry events, instrument makers, labels, musicians, performers, producers, promoters, publishers, researchers, sound engineers, technicians, teachers, trainers, music venue operators and more. This includes professionals (earning a living through this work) and non-professionals (engaging in music as a free-time activity).



Music has various positive effects on society. Music is more than an art form and, as such, is an important vehicle to a healthy civilisation. When it comes to transformational change, music can be a strong pioneer. This is exceptionally impressive

within international cultural relations where music initiatives have the ability to unite even highly divided population groups.

The EMC is supporting its member organisations active in all of these topics and facilitates conversations on the issues that concern all of us: freedom of expression, gender equality, climate action, inclusion and economic growth. In that sense the EMC's work plan is very much in line with the UN Sustainable Development Goals.

IMPACT LOGIC



INPUTS

The EMC facilitates dialogue among members, the wider cultural sector and political stakeholders to discuss and find solutions on common problems. Furthermore, the EMC gathers the interest of the music sector's many voices and communicates those to policymakers. Additionally, it gathers information on current important political developments and funding opportunities.

OUTPUTS

With the annual European Forum on Music, the EMC provides an exceptional place to meet policymakers and possible cooperation partners throughout Europe. Its programme is based on the current challenges faced by the music sector and invites inspirational speakers. Based on the exchange with its members, the EMC provides tailor-made webinars and workshops with experts to strengthen the music sector. Furthermore, based on the voices of music stakeholders, the EMC formulates statements to political decision makers.

OUTCOMES

The EMC has successfully built a bridge to EU institutions. As a regular expert in the European Commission's stakeholder dialogue *Voices of Culture* and through statements to policymakers, the EMC makes sure the needs of its members and the sector are being recognised and reflected in new funding schemes.

IMPACTS

The work of the EMC has led to a stronger voice of the music sector. A thriving music sector contributes significantly to a healthy society and further intercultural exchange. The societal environment benefits significantly as music is a driving force in many aspects such as personal wellbeing and health, cultural diversity, democratic values and economic growth, to name just a few.

INPUT: RESOURCES USED

2021 has seen the continuing effects of the pandemic on all parts of the music sector, from creation and performance, venues and festivals to amateur practices and music education at all levels. However, this time has equally highlighted how important the sector is in relation to public and social wellbeing.

Important policy developments for the EMC were the negotiations for the Multiannual Financial Framework 2021- 2027 and the place of music and culture in the future EU funding programmes, as well as support for the cultural sector during and after COVID-19. For this, the EMC further broadened its collaboration with stakeholders outside its network and even outside the music sector through joint statements, stakeholder online meetings and consultations. To provide special

support for its members during the first months of the COVID-19 pandemic, the EMC offered weekly online lounges for its member organisations to exchange on current developments and provide update and expertise. This continued into our 2021 activities. The EMC also started the new podcast *Music Webs. Weaving connections and untangling cultural policy in Europe.*

Even though the COVID-19 crisis struck the EMC heavily – as all culture networks in Europe and worldwide – the EMC managed to change formats of events, increased communication with members and partners for mutual support and quickly adapted to new remote working modes when needed. This was only possible as the EMC has enough staff members which is also the biggest cost unit of its financial cost structure.

European Forum on Music, Oslo, 2018



OUTPUT: WORK PERFORMED

Activating the music sector

- *TO REFLECT THE IMPACT OF THE COVID-19 PANDEMIC AND THE CHANGED PRIORITIES AND NEEDS OF THE MUSIC SECTOR, AN UPDATE ON SPECIFICALLY THIS QUESTION AS AN ADDENDUM TO THE EUROPEAN AGENDA FOR MUSIC WAS STARTED.*
- *THE EMC HAS REACHED ITS OBJECTIVE OF RAISING AWARENESS FOR MUSIC AS A SOCIETAL AND POLITICAL FACTOR THROUGH THE OPEN LETTER 'CLAIMING A FRONT ROW SEAT – THE PLACE OF MUSIC IN SOCIETY' SIGNED BY 70 EUROPEAN AND NATIONAL MUSIC ORGANISATIONS IN JULY 2021*
- *PROVIDING MODEL LETTERS TO EMC MEMBERS AND MUSIC STAKEHOLDERS TO FACILITATE NATIONAL ADVOCACY WORK*
- *ONLINE EUROPEAN FORUM ON MUSIC WITH 26 EXPERTS, 210 PARTICIPANTS AND 2600 LIVESTREAM VIEWS*

Strengthening the music sector

- *2 WEBINARS WITH 6 EXPERTS AND 200 PARTICIPANTS*
- *10 EMC FELLOWS*
- *3 EMC ONLINE LOUNGES WITH APPROX. 80 PARTICIPANTS IN TOTAL*
- *4 NEW EMC MEMBERS*
- *3 COOPERATION PROJECTS - 1 AS COORDINATOR, 2 AS A PARTNER*

Connecting with and beyond the music sector

- *3 STATEMENTS - 100 TO 300 SIGNATORIES EACH*
- *PRESENT (IN PERSON OR ONLINE) AT 5 MUSIC INDUSTRY EVENTS*
- *2 MENTORSHIPS*
- *2 VOICES OF CULTURE DIALOGUE MEETINGS*

»Music is at the centre of the wellbeing of our spirit, of our body and mind. It's not only entertainment, it's more than that!«

Angélique Kidjo in her keynote at the 2021 European Forum on Music

European Forum on Music

The European Forum on Music 2021, originally foreseen to take place as a physical conference in Moscow, Russia, took place from 2-5 June 2021 as an online event, due to the ongoing pandemic situation.

The theme of this 2021 edition was 'Claiming a front row seat. The place of music in society'. As a sector among the hardest hit by the pandemic, the aim behind this theme was to look at music's role in society

and how the music sector can recover from the crisis but also contribute to societies in general coming out of the pandemic.

Such a wide topic required different keynote speeches, panel discussions and workshops, that touched upon and discussed the different subjects: the place of music in society, the working conditions of musical artists, music and the UN Sustainable Development Goals, weighing out values, overcoming stigmata and getting back to enjoying music, the EU Copyright Directive and a

session on EU funding (*Creative Europe and Horizon Europe*).

The conference also had a rich artistic 'on-demand programme' that highlighted the EFM topic and provided a fantastic mix of diverse musical genres. This included: Beethoven's 'Pastoral' performed by the Beethoven Orchestra Bonn and produced by Deutsche Welle, the 'Living in a box' concerts of Berlin-based bands Wanubalé, Lord of the Amazing Panther and Fabiana Strifler as well as an exclusive show of the movie 'The Great Green Wall'.



Angélique Kidjo
European Forum on Music speaker 2021

Another side event was the opportunity to exchange and network outside the panel discussions. The EMC provided a virtual platform to recreate some of the exchange formats usually taking place at a physical conference. This was achieved through informal networking spaces, a central chat for all participants in the lobby, and an online exhibition with virtual booths and possibilities for participants to have bilateral or group video chats.

In the end, out of 315 registered participants, over 210 participants actively accessed the EFM online conference. Additionally, several of the panel discussions were livestreamed on Facebook and the sessions are still accessible via the EMC website.

Other events

EMC staff were present at the following members events:

- NAMM International Coalition Meeting, online, January 2021;
- IMZ Avant Premiere, online, February 2021;
- IMZ panel discussion on challenges and opportunities of working cross-sectoral, online, June 2021;
- European Choral Association, online reception, 29 September 2021;
- Live DMA Forum in Tallinn, Estonia, 1 October 2021;
- Meeting of the Board, European Music School Union, online 15 October 2021;
- Musician Career – Education system, labor market, Czech Music Council, 1 October 2021;
- AEC Congress, online, November 2021;
- European Choral Association, General Assembly, Lyon, France, November 2021

European Forum on Music, Oslo, 2018



Webinar 'European Agenda for Access to Music Education'

On 5 February 2021, the European Music Council (EMC) was happy to host a webinar organised in cooperation with three music education institutions in the EMC membership – *European Association of Conservatoires (AEC)*, *European Music School Union (EMU)* and *European Association for Music in Schools (EAS)*. With more than 130 participants, the webinar *European Agenda for Access to Music Education* addressed one of the key themes of the European Agenda for Music (EAM), *Education & Access to Music*.

The webinar discussed key concepts such as diversity, reaching out to new audiences, the social relevance of music and music education. In addition, smart and creative use of digital means as well as the EAM were discussed during the presentations and break-out groups.

In addition to the speakers from the organising European networks, MEP Doménec Ruiz Devesa addressed the participants as well.

EMC Members Lounges

Since April 2020, the EMC has organised weekly online meetings with its members. These EMC Lounges were informal in nature and provided a room for exchange and gave members a very direct opportunity to voice their concerns and challenges caused by COVID-19. For the EMC, it provided a better understanding of the needs of the sector – especially those of the EMC members. The International Music Council (IMC) has taken on the example of these lounges to also offer them to other Regional Groups of the IMC in Africa, the Three Americas and Asia.

The EMC continued to organise online lounges for EMC members to meet and exchange whilst also creating a platform for EMC to update its members on EMC activities, particularly in the

run-up to the European Forum on Music and the Annual Meeting.

Unlike 2020, the EMC Membership Lounges took place only on special occasions during 2021:

- A lounge in February 2021 to present the SHIFT project, in which the EMC was the coordinator.
- Another lounge took place in April 2021 to inform the members on the organisation of the EMC Board elections.
- The last lounge was in October 2021, where the MusicAIRE project was presented.

CULTURAL POLICY

The European Agenda for Music

Under the quickly changing circumstances of the COVID-19 pandemic, the EMC has adapted the original plans for the special edition of the EAM, to better respond to the needs for advocacy tools of the sector. The EAM website section *Get Involved* was updated and newly designed including testimonials and experiences from the sector.

To reflect the impact of the COVID-19 pandemic and the changed priorities and needs of the music sector, an update on specifically this question as an addendum to the EAM was started. First results of a desk research by IMC and EMC provide a basis to continue working on this in the coming months.



Håvard Lund at the European Forum on Music, Oslo, 2018

Dissemination of the EAM

The EAM was distributed throughout the music sector across Europe throughout the following actions:

- The *Get involved* section of the EAM website was re-designed and updated. It provides a one-stop overview on how music sector stakeholders can make use of the EAM for cultural policy, through translation, learning from others, and by creating webinars or other events. It also shows testimonials of music sector stakeholders who have used the EAM for their advocacy work or within their organisations on European and national level (e.g. in Latvia and France). Additionally, EAM promotion material is available for download or order.

- Webinar *European Agenda for Access to Music Education*: addressing one of the key themes of the EAM *Education & Access to Music*, three EMC members jointly organised a webinar on the topic which was hosted by the EMC. AEC, EAS and EMU represent the entire range of institutional music education from kindergarten to higher education on a European level.

Structured Dialogue: Voices of Culture

As laid out in its overall strategy, the EMC proactively seeks dialogue and exchange with the bodies of the European Union to present the interest and challenges of the European music sector. As part of this commitment, the EMC participated in three different *Voices of Culture*:

- Culture and UN Sustainable Development Goals: Challenges and Opportunities
- Status and Working Conditions of Artists and Cultural and Creative Professionals
- (Re-)Engaging Digital Audiences in the Cultural Sectors – Improving Audience Data

In the first two topics, the EMC actively participated in the meetings between December 2020 and February 2021, and between April and June 2021, and contributed to the writing and presentation of the reports. For the third topic, the EMC was selected in November 2021, the meetings started in December 2021 and will last until March 2022.

The topics are closely related to the EMC's overall activities and objectives. For all *Voices of Culture* Dialogues, the EMC consulted its entire membership on the topic and contributed with this input to the discussion. This allows the EMC to make use of the knowledge and expertise of its broad membership but also to involve the members directly in the EMC's advocacy activities.

Music Moves Europe

The EMC has been actively involved in the *Music Moves Europe* (MME) framework, for example in advocating for a sector-specific funding for the music sector, which was then integrated into the new *Creative Europe* programme starting in 2021.

The EMC has disseminated the calls for proposals of the Preparatory Action in newsletters and social media and is in regular exchange with *Creative Europe Desks* in different countries about the opportunities *Music Moves Europe* offers. Several EMC members have submitted project proposals in the MME calls, some of them with successful applications.

The EMC website features a special page regarding the European support scheme *Music Moves Europe*. Here all details are explained and developments summarised.

The EMC has disseminated the studies that have been undertaken in the framework of *Music Moves Europe* – in particular the *Feasibility Study for the establishment of a European Music Observatory* and the *Analysis of market trends and gaps in funding needs for the music sector*. For both studies, the EMC Secretaries General were actively involved in the advisory board.

In reaction to the amended *Music Moves Europe* call *Innovative support scheme for a sustainable European music ecosystem* that was published by the European Commission in June 2020, the EMC started to gather European networks within and outside its membership for an exchange and possibly joint response to this call.

The exchanges started in 2020 and continued until 2021 with several online meetings and a survey among the European networks. This led to a successful application with *INOVA+* (Portugal) as coordinator and the EMC as cooperation partner for the project and funding scheme *MusicAIRE* for which 19 European music organisations signed a letter of intent signalling their commitment to the process coordinated by the EMC and *INOVA+*.

Multiannual Financial Framework (MFF) and Next Generation EU

The final negotiations on EU level on the new *Multiannual Financial Framework* (MFF) and the COVID-19 recovery instrument *Next Generation EU* took place in 2021. The EMC's advocacy efforts focused on *Creative Europe* in the MFF and the *Recovery and Resilience Facility* (RRF) in the *Next Generation EU* instrument.

A strong budget for *Creative Europe* and a more prominent role for culture overall in the MFF, has been one of the main advocacy aims of the EMC for several years. In the last year of negotiations of the MFF and in the framework of the COVID-19 pandemic, this topic had gained an even more prominent role as national budgets for international cultural exchanges were severely reduced or cut completely in many countries.

The RRF is a large-scale financial support to reforms and investments undertaken by EU Member States, with the aim of mitigating the effects of the pandemic. The EMC strongly advocated to commit at least 2% of this budget to culture because it was one of the sectors hit hardest by COVID-19. Several statements were published on this, most prominently a joint open letter from the cultural sector which was accompanied by a campaign coordinated by *Culture Action Europe* (CAE). The letter and campaign advocating to commit at least 2% of the RRF to culture was supported by more than 110 organisations. The EMC was actively involved in drafting the letter and collecting signatories from music organisations across Europe.

The EMC also supported the advocacy work of its members on this issue by providing formulated model letters highlighting the need to include culture in the national recovery plans funded by the RRF.

The advocacy efforts by cultural organisations including the EMC on *Creative Europe* and the RRF made a significant impact. The budget of *Creative Europe* was increased to 2.2 billion Euro – the biggest ever funding programme for the cultural and creative sector at EU level. The successful increase of the *Creative Europe* budget is a visible and important result and impact of the advocacy work undertaken by the EMC and other cultural networks.

And although the 2% commitment to culture in the RRF was not made mandatory, it was included as a recommendation – which was also an important result as it further highlighted the need for more support for the cultural and creative sector to alleviate the effects of the COVID-19 pandemic. After the RRF national recovery plans were published starting in the spring/summer of 2021, the EMC supported CAE in their efforts to gain an overview of how culture was actually implemented in the national recovery plans by providing input on certain national recovery plans and activating the EMC network and partners to contribute to analysing the plans which have only been published in their national languages. This was again a successful use of the EMC's active network.

Joint advocacy activities together with EMC members

The EMC regularly provides updates and inputs about EU cultural policy to its members through the newsletter and in online lounges. Additionally, the EMC provides material such as model letters that organisations can adapt for their advocacy work on national level.

Students of CNSDMP at World Forum on Music, Paris, 2019



For several joint letters, the EMC collects signatories amongst its EMC membership. These letters are widely published by many cultural organisations, sent to EU and national policy makers and are widely disseminated in social media, giving these members more visibility on a European level – especially those that are not directly active on a European advocacy level.

But the EMC also relies on and regularly makes use of the knowledge of its membership either on specific issues such as employment/social questions or for specific countries or regions. This was for example useful for the *Voices of Culture* dialogue or in gaining knowledge about national recovery plans.



Tegie Chłopy at European Forum on Music, Wrocław, 2015

Collaboration with UNESCO

Through the International Music Council (IMC), the EMC is represented in different international events. During 2021, the IMC participated in major UNESCO events representing the music community, including:

- General Conference in November 2021
- Intergovernmental Committee of the 2005 Convention (Diversity of Cultural Expressions) in February 2021
- Conference of the Parties to the 2005 Convention in June 2021

At UNESCO, the IMC participates in Steering Groups of civil society organisations on the 2005 Convention and as member of the *Climate Heritage Network*, and *International Cultural Relations Research Alliance*. In this role, the IMC analyses policy developments, contributes to joint statements and topics to be discussed. IMC project manager, Davide Grosso, was elected as Chair of the *International Conference of NGOs* and the

NGO-UNESCO Liaison Committee. This position strengthens the IMC's visibility and role among NGO officials in partnerships with UNESCO.

The Protection and Promotion of Cultural Diversity is key to all EMC activities, in particular through the IMC's 5 Music Rights. Therefore, the EMC participated in relevant meetings that shape the future of cultural diversity in Europe. In particular the IMC's close relationship to UNESCO and other related cultural NGOs and civil society organisations plays a crucial role here.

The exchange was continued at the UNESCO 2005 Convention through Silja Fischer, Secretary General of the IMC, and through participation in meetings with the *German Commission for UNESCO*, specifically within the *German Coalition for Cultural Diversity*.



European Forum on Music,
Pafos, 201

»That idea of culture as a ‘social glue’ is fundamental. Culture shapes how we perceive, make sense, behave and relate to changing realities. Culture gives meaning to our perceptions, it brings humanity together through emotions, imagination, thoughts«

Voices of Culture Brainstorming Report on Culture and the Sustainable Development Goals: Challenges and Opportunities

MEMBERSHIP DEVELOPMENT

Through professionalisation activities, the EMC aims to increase the capacity of its members. Providing webinars, lounges and model letters for national advocacy work for its members, has proven to be a great facilitator on national advocacy. The current EU matters were explained which also helped to stress what action needs to be done. Since it is up to each Member State if, and how they want to make use of the EU instruments, reaching out to national decision makers through EMC members as an important tool.

Due to COVID-19, members' gatherings were not possible again this year, so the members Annual Meeting was already planned as an online format. This year was special, because of the EMC board elections, which were planned already for 2020 and postponed to 2021, hoping that they would have taken place in person. Thus, on the 6 June 2021, EMC members gathered on *Zoom* to report on the activities, to e-meet and exchange. The EMC board members elections were carried out through the platform *Election Runner*, which opened the poll some weeks in advance, to give every member the chance to vote. The results were checked and finally announced live during the online Annual Meeting.

Online Lounges

In 2021, the EMC offered a vast number of Online Lounges for the EMC members. After the success they had in 2020, the Online Lounges for EMC members were once again offered in 2021. These informal meetings provided a direct opportunity for exchange and gave members a space to voice their concerns and challenges.

EMC members were offered several networking opportunities in the framework of the European Forum on Music (EFM).

EMC Fellowship Programme

The EMC Fellowship Programme offers emerging professionals working in the field of music an opportunity to internationalise their careers and develop professionally. The third round of the programme started in June 2020, for an initial period of one year. Due to the COVID-19 restrictions, the programme was extended until June 2022 to give the fellows the opportunity to enjoy the benefits of the full membership.

Fellows 2020 - 2022:

- Aleksandra Bajde (AT/SI)
- Merel Cuperus (NL)
- Anete Goldmane (LV)
- Christine Halsall (UK)
- Sari Löytynoja (FI)
- Alberto Palacín Fernández (ES)
- Guillermo Rodríguez Rodríguez (DE/ES)
- Daniel de Keizer (NL)
- Ruben Timmer (NL)
- Andrea Voets (NL)

The Fellows were given the chance to take part in several members' activities, for example the EMC Members Lounges, the European Forum on Music (EFM) and the Annual Meeting 2021.

There were other activities specially created for them, such as an online Workshop on International Cooperation & Networking based on the workshop *Start your Cooperation Project* developed in 2017 in the framework of STAMP; and the Mentorship programme with the EMC board and other experienced representatives of the music sector, developed to substitute the lack of networking opportunities with our members.

The EMC had planned a final event for the Fellows with a small joint meeting of the EMC Steering Committee and other guests from the music and cultural sector in Brussels at the end of November 2021. This would have been the first opportunity for the Fellows to meet in person and connect with representatives of the EMC network,

but due to health and safety concerns and regulations, including the emergence of the new Omicron variant, this in-person meeting had to be cancelled at very short notice.

In individual cases, Fellows were put in contact with other EMC members for exchanges on specific topics e.g. the implementation of national funding programmes for culture (between Spain and Germany).

COMMUNICATION

In general, the COVID-19 crisis has led to a significant increase in the EMC online communication activities with new online meeting formats for members, additional sections on the website, more social media communication and more direct communication with the members also through email.

The only printed publication produced in 2021 was the annual Activity Report, which was newly designed during its 2020 issue and was printed environmentally friendly. The EMC continues to disseminate the European Agenda for Music brochure in English to stakeholders in the music sector, policymakers and others.



»The EMC Fellowship Programme has been an incredible, eye-opening experience that has given me a deeper insight into the European music ecosystem. It has also allowed me to meet fantastic colleagues with whom I am still in contact today.«

Guillermo Rodríguez Rodríguez
EMC Fellow 2020

EMC website

The EMC website serves both as a promotional tool and as documentation of the EMC activities. The website also offers special attention to the EMC members' projects to give them more visibility through the #ProjectOfTheMonth initiative.

The special subpage called *Music Sector & COVID-19*, which was placed on the EMC website in 2020 to provide information about COVID-19 and the sector, has been updated regularly throughout 2021.

Music World News eBulletin

Launched in 2014, the Music World News eBulletin (MWN) presents global music news collected by the IMC in cooperation with its Regional Groups. The fortnightly e-bulletin has six sections: Music, the art form and the artist; Music Education; Technology and Media; Music Industry; Policy; Research and Politics; and the Pointy End. MWN resembles a reader's digest offering the best from the international press. It contains news items in English, French and Spanish.

Videos

Nine videos have been produced from EMC activities to better illustrate and document the outputs of the work:

- A video on the webinar *European Agenda for Access to Music Education*
- Videos from the European Forum on Music 2021:
 - Keynote on *Claiming a front row seat – the place of music in society*
 - Session on *Music and the SDGs*
 - Session on *In conversation – the working conditions of musical artists*
 - Session on *What place for music in society?*
 - Session on *Music – the new villain on the block: overcoming stigma and getting back to enjoying music*
 - Session on *Weighing out values*
 - Info session on *The EU Copyright Directive – where are we now*
 - Final closing of the conference

The EMC Podcast

The EMC has developed a podcast. Each episode will feature either a specific topic of the European music sector or provide a platform for stakeholders from the sector across Europe to share their experiences. The format of the podcast

will give the EMC visibility and distribution on new distribution platforms such as *SoundCloud*, *Spotify*, *Deezer*, *iTunes* and *Mixcloud*, potentially bringing these topics to new audiences. The music for the intro and outro was commissioned by the EMC, composed by Moritz Eggert and performed by Luise Enzian (baroque harp) and Moritz Eggert (piano).

During 2021, the EMC produced two new episodes of the series:

Episode 2 was on *Music Freedom Day*. Together with the music journalist and curator Monika Pasiiecznik (PL) and journalist András Stumpf (HU), EMC Secretary General Simone Dudt talked about the importance of public spaces and support for musical diversity and expression, specifically public broadcasting and public funding and how those spaces have increasingly been limited over the last years for artists that do not follow the narratives of the government.

Episode 3 talked about *Gender-based violence in the music sector: A conversation on Orange Day 2021*. EMC Secretary General Ruth Jakobi talked to Merlijn Poolman (NL), Night mayor of Groningen and Moritz Eggert (DE), composer and professor for composition at the *University of Music and Performing Arts Munich*. Both men have been actively engaged in the protection of women's safety in the music ecosystem. The EMC believes that this topic needs to be debated at every level by everyone, and especially including men in the conversations.



»Despite all the restrictions, the music sector demonstrated that it is flexible and able to adapt quickly to change.

... venues, centres, festivals across the globe are changing their models and opening their doors in previously unknown ways, embracing concepts of digitisation, co-creation, co-direction, inclusion and shared leadership...«

Open letter: *Claiming a front row seat - the place of music in society, July 2021*

Hamid Sakhizada at the European Forum on Music, Oslo, 2018

COOPERATION WITH EUROPEAN AND INTERNATIONAL NETWORKS

In 2021, the EMC continued its cooperation with other European and international networks from the music and wider cultural sector. Two main topics were the *Multiannual Financial Framework* (MFF) and the COVID-19 pandemic and its consequences for the cultural sector.

On several open letters, the EMC has collaborated with other European and international networks:

- Open letter: *Claiming a front row seat – the place of music in society* (July 2021)
- EU-US Summit, 15 June 2021: *Call to support cultural relations* (June 2021)
- *Include culture in national recovery strategies and reactivate cultural life* (March 2021)
- *Culture in EU's external relations: The way forward* (November 2020)
- Letter to the European Commission and Member States: *Culture in the RRF* (November 2020)
- Joint letter: *Report on a Recovery and Resilience Facility* (October 2020)

The EMC mainly works with European and international networks:

- a) within its own membership
- b) through its membership in *Culture Action Europe* (CAE)
- c) with other music networks.

In *Culture Action Europe*, the EMC is an active member of several working groups: *Culture, Sustainability & the Environment*, *Culture and Working & Living Conditions* as well as *Culture and Wellbeing*. In July 2021, EMC Policy Advisor Katharina Weinert was elected to the board of CAE and appointed Vice President.

Through the IMC, the EMC is actively involved in the #Culture2030Goal Campaign. The IMC participates in Steering Group meetings and co-designed the Action Plan for 2021-2022 and contributed to the analysis of Voluntary Local Reports on the implementation of the *Sustainable Development Agenda 2030*.

Collaboration with the music industry

The EMC aims to reach out to all fields of the music sector, including the for-profit and music industries. For this, it aims to participate in and collaborate with music trade fairs and music festivals. The aim is to create stronger links between the for-profit and non-profit music sector.

Towards the end of 2021, with easing restrictions, the EMC was able to participate in person at a few music industry events:

- Music Migrants Manifesto conference, Germany, 13 - 15 September 2021
- Tallinn Music Week, Estonia, 1 October 2021
- WOMEX, Porto, Portugal, 27 - 31 October 2021
- Linecheck, Milan, Italy, 23 - 25 November, 2021

For these events, the EMC was invited as a speaker or host of a session. At the Tallinn Music Week, EMC Secretary General Simone Dudt was a speaker at a panel hosted by its member Live DMA on the topic *Come Together: The European Live Music Sector Joins Forces... And It Works!* At WOMEX, the EMC hosted a session on EU funding for music together with the *Creative Europe Desk Portugal*.

COOPERATION PROJECTS AS PARTNER

MOST – The Bridge for Balkan Music

MOST is a Creative Europe co-funded large cooperation project, coordinated by *Hangvetö*, in which the EMC is a partner together with seven further organisations. The aim of the project is to boost the music market of the Balkans by connecting and supporting actors of the world music scene. The EMC is one of the partners involved in the 'urban policies' pillar, in which nine participants from the Balkans were selected, in an open call, to get help in transforming or bringing change to their

local or regional community. Last year, they participated in a series of training sessions co-organised by the EMC about advocacy and networking. The sessions examined regional and local development policies and what can be learned from the European Agenda for Music (EAM) for joint advocacy work. Because of the pandemic, the trainings that were foreseen to take place in the framework of several music events in the Balkans had to take place online.

After the training, participants pitched their projects and six mini projects received a 5,000 Euro

grant for implementation. From the six granted mini projects there were two that were implemented during 2021. The other mini projects will be implemented during summer/autumn 2022.

Another activity in the framework of the project was the face-to-face partners meeting at WOMEX 2021.

MOST Festivals Exchange, 2021





CreativeShift

Male Instrumenty at the European Forum on Music, Wroclaw, 2016

The project CreativeShift is a pilot action coordinated by the *Börsenverein des Deutschen Buchhandels* and co-funded by the European Union. It brings like-minded people from the creative industries together and paves the way for new innovative ideas that all content sectors can benefit from.

The unique network consists of people from all over the EU with different backgrounds in content creation – from startup founders and game developers, publishers and authors, performing artists, festival organisers, animators and film producers, to investors, university professors, accelerators and many more.

In 2021, a mix of online and in-person events took place regarding the CreativeShift project. One of the biggest events was the 'Investment Forum' in late September 2021, which was held online due to the strict COVID-19 restrictions. The one-day event consisted in different discussions on funding and investing opportunities within the creative industries, together with different successful project pitches given by the community members.

The first event that allowed the consortium and community members to meet in person after 1,5 years of the project was the Frankfurt Book Fair in October 2021, organised by one of the consortium members, where

CreativeShift had a stand to promote the project and a get together dinner with all the members.

Following up on the last edition, the EMC, together with its CreativeShift consortium partners participated in Linecheck in November 2021, with the panel discussion *Anti-fragile music*. During the festival, it was also possible to hold the first face-to-face CreativeShift board meeting, followed by several events and exchanges. The *CreativeBonds* programme, initiated by one of the CreativeShift Working Groups, was also presented in the framework of the Linecheck Festival. This programme aimed to allow creators previously selected to receive feedback sessions, networking and mentoring opportunities.

By the end of the year, the EMC was already preparing the close of the project, expected by March 2022, and worked on the policy recommendations based on the work that the different Working Groups did over the past 1,5 years.

COOPERATION PROJECTS AS COORDINATOR : SHIFT

What is SHIFT?

SHIFT – Shared Initiatives For Training – is a project co-funded by the Erasmus+ Programme of the European Union from December 2019 to January 2022. The European Music Council (EMC) is the project coordinator and collaborates with eight cultural networks: *European Choral Association*, *European Union of Music Competitions for Youth* (EMCY), *European League of Institutes of the Arts* (ELIA), *Fresh Arts Coalition Europe* (FACE), *International Network for Contemporary Performing Arts* (IETM), *International Music Council* (IMC), *On the Move* and *Trans Europe Halles* (TEH).

These networks recognised the need to join forces to work on the global agenda of the 17 UN Sustainable Development Goals and its leaders wished to improve their capacity for giving guidance to their teams, organisations and members. It was asked how to tackle the global challenges recognised in the SDGs such as climate change, gender equality and inclusion of minorities. Through the overarching work on cultural leadership, the partners aim to provide information and share various ways of leading and supporting change.

All material produced for the SHIFT project – guidelines, annotated bibliographies and fact sheets – are available on www.shift-culture.eu and in the online database *Artsmetric* developed by *Trans Europe Halles* (TEH).

The resources gathered provide many different insights. In the following paragraphs you will find some spotlights on the topics that have been developed in collaboration with the 9 project partners.



Cultural Leadership

Under the lead of *Trans Europe Halles* (TEH), the partners have developed an annotated bibliography on the topic of cultural leadership. The term is widely used, yet there is no common understanding of the concept. From mapping the meanings to different approa-

ches to practical toolkits: the partners have gathered resources that allow for applying the right concept to your organisation. In the bibliography you can find out more on how to transform an organisation through diminishing management hierarchy, yet safeguarding clear accountability, authority and agility.

Environmental Sustainability

A strong cultural leadership will also aid for environmental mitigation and adaptation. The annotated bibliography developed under the lead of ELIA provides key resources, literature, and inspiring examples for the development of environmentally sustainable practices in the arts.

Measuring one's carbon emissions, for instance, is one of the very first steps to reduce CO₂ emissions and to efficiently keep track of your efforts. The partners have developed fact sheets that will guide you through the many different carbon calculators and give practical advice.

If you would like to learn more on how to take the environment into account in your daily work, browse through the resources gathered in the knowledge base on the SHIFT website. There you will find inspiring examples for international organisations, event managers and other cultural players: learn how to engage your audience about green travel, become a green theatre or a waste-free festival!

Gender and Power Relations

SHIFT partner IETM is leading the research on gender and power relations. According to the *Policy Brief on Sexual Harassment in the Entertainment Industry*, a new study published in November 2020 by the International Labour Organization (ILO), little has changed in the past few years:

»A MORE INTEGRATED APPROACH IS NEEDED, ENCOMPASSING INTERNATIONAL LABOUR STANDARDS ON EMPLOYMENT AND OCCUPATIONAL SAFETY AND HEALTH.«

Sexual harassment remains a significant concern in the entertainment industry, which includes performing arts, music and other live

performance sectors. Individuals in this sector are particularly exposed to sexual harassment due to the sector's structure and underlying gender imbalances. Moreover, the study notes that there is a persistent gender pay gap, and that job insecurity is higher for women, especially women of colour.

The partners of the SHIFT project are convinced that for a substantial change the focus needs to move away from victims to structures. A first collection of resources can be found on the SHIFT website, including qualitative interviews and key findings in the course of the project.

Inclusion

The topic of inclusion can be overwhelming at first. Under the leadership of the *European Choral Association*, the SHIFT partners have gathered numerous resources, such as easy checklists to guarantee you are inclusive in your events, manuals on inclusive communication and inspiration on diverse initiatives and organisations.

However, there is no one-size-fits-all for inclusion, whether in the cultural and creative sectors or anywhere else. Fostering inclusion is an active process, not a passive state. It is about consistently paying attention to what we are doing and to how we are behaving. It is about questioning our actions and principles. Most importantly, it is about being open to listening, to changing and to improving.



Outputs SHIFT

After two years, the SHIFT project, in which the different partners have been cooperating together sharing similar challenges as networks in the cultural sector, came to an end in January 2022.

When it started in 2019, creating sustainable societies was a growing priority yet there was a lack of training available for cultural organisations on how to act on the 17 UN Sustainable Development Goals (SDGs) by 2030 and in particular SDG5 – Gender Equality, SDG 10 – Reduced Inequalities and SDG 13 – Climate Action. There was a clear need to, first, share the knowledge among European cultural networks on the specific topics, and then to train the leadership of the European cultural networks on how to address and face the three very pressing and urgent challenges.

During the two year-period, the partners have conducted interviews, went through extensive research, and worked in a participatory way on the development of the SHIFT Intellectual Outputs. They have created a large range of materials, including simple guidelines, tools and recommendations that they firstly could apply in their organisations as well as share to their memberships and to the whole cultural sector. The different outputs produced are:

| Cultural Leadership | Environmental Sustainability | Gender and Power Relations | Inclusion |
|---|--|---|---|
| <ul style="list-style-type: none">• Annotated Bibliography• Toolkit for leaders of cultural organisations• Training Tools Compendium• Training (“LTTA”)• Short summary update | <ul style="list-style-type: none">• Annotated Bibliography• Fact Sheet on Green Certification• Fact Sheet on Carbon Calculators• Three Articles• Eco Guidelines• Short summary update | <ul style="list-style-type: none">• Annotated Bibliography• Key Findings in English, French and Italian• Publication on #MeToo in the Arts in English and French• Short summary update | <ul style="list-style-type: none">• Annotated Bibliography• Handbook in English and some excerpts in French• Article on Cultural Projects• Summary in English and Italian• Five Interviews• Short summary update |

Also, the knowledge base Artsmetric, a digital platform developed by the partner *Trans Europe Halles* (TEH), lists more than 300 resources gathered for the SHIFT project.

The SHIFT partners also organised online multiplier events during the first year of the project in 2020, as the COVID-19 pandemic made it impossible to organise events in person. In 2021, project partners were able to organise in-person events from July to September, as the sanitary regulations and security of participants allowed for travelling across Europe. However, as it became harder to organise events at the end of the year 2021, the final event had to be turned into an online event on a very short notice.

The SHIFT project aimed to reach a shifting point towards better trained cultural leaders with regards to the SDGs. The methods and processes learnt can be applied even beyond the three selected SDGs to the full spectrum of the goals.

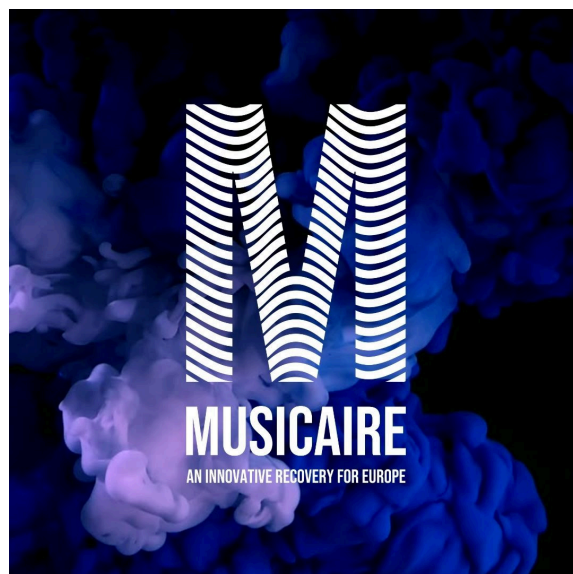
OTHER PROJECTS: MUSICAIRE

INOVA+ and the European Music Council (EMC) launched the new European project MusicAIRE – An Innovative Recovery for Europe in late 2021, co-funded by the Music Moves Europe Preparatory Action of the European Union. The consortium aims to develop grants to support the music ecosystem to emerge from the COVID-19 crisis in a green, digital, and just and resilient way.

In October 2021, MusicAIRE circulated a questionnaire through different platforms to get an overview of the needs that the people from the sector were asking for. At the same time, some in-depth interviews were conducted with music networks to complete the needs analysis of European musical life.

Following up on that, MusicAIRE published an open call for representatives of music networks to become actively involved in 'think tanks' that discussed the results of the questionnaire and interviews, and gave input on how the calls should be shaped. This was especially important in light of one of the main tasks of the project, which is to test and prepare new EU support schemes for the *Creative Europe* programme. The 'think tanks' were held in November and December 2021.

Two calls for projects are expected in January 2022. The maximum grant amount will be 55.000 Euro per project, project duration will be 10 months. The overall grant scheme has an envelope of 2,2 Mio Euro. The project will run until spring 2024.





»Culture is key to healing wounds in times of crisis, to keeping our societies together, and to making them more resilient.«

Letter to include culture in national recovery strategies and reactivate cultural life

OUTLOOK

Connecting the music sector

The COVID-19 pandemic has drastically impacted how people interact with one another, and, as a result, one area that was hit the most was that of networking. Whilst the EMC facilitated virtual networking through online lounges and events throughout the lockdowns, it became increasingly clear that in-person networking was of utmost importance in successfully connecting the EMC membership and the music sector in general. The EMC wants to create new formats for face-to-face interactions for its members and provide opportunities for music sector professionals to make more meaningful connections and build a stronger professional network.

Artistic freedom and expression

Whilst COVID-19 response has acted as the main focus across 2021, the EMC is dedicated to continuing to place importance on all of the IMC's 5 Music Rights. Across the world, artists continue to be censored, and in line with the first of the IMC's 5 Music Rights "The right for all children and adults to express themselves musically in all freedom", the EMC will continue to strengthen this right in 2022 and call to ensure that musical and artistic expression is guaranteed across Europe and beyond. Freedom of musical and artistic expression is key to a culturally diverse, open, democratic, and free Europe.

Climate change

As another year approaches, the EMC continues to prioritise minimising its ecological footprint and in 2022 will try to develop ways to provide advice to other cultural organisations.

The SHIFT Eco-Guidelines continue to act as a significant contribution to reducing one's carbon footprint with guidelines designed for cultural organisations. The guidelines entail environmental sustainability standards regarding travel, accommodation, venue, catering, materials, office use and carbon footprint budgeting, as well as awareness building measures. The EMC intends to dedicate time throughout the coming year to designing, and beginning to implement, its own environmental policy and make decisions with the eco-guidelines in mind.

COVID-19 recovery

The COVID-19 pandemic presented unprecedented difficulties to the musical ecosystem in Europe and has caused stakeholders in the sector to critically look at where the sector is going and how best to rebuild it.

At the EMC, we are proud to have been involved in the reopening of the sector and in our role advocating at a European level through joint letters to Members of the European Parliament (MEPs) to highlight the impact on the livelihood of hundreds of thousands, if not millions, of creators and cultural professionals.

Throughout the pandemic, the EMC fought hard to confirm that the music sector would be prioritised in the EU's recovery plan and pleaded to European institutions and national governments to adopt emergency measures that specifically and adequately support the sustainability of the cultural ecosystem.

Now, a little further down this road, we will continue supporting the European music sector on its journey to recovery.

OUR NETWORK

74
Members

28
*Different
Countries*

15
*National
Music
Councils*

17
*European
Organisations*

17
*International
Organisations*

25
*National
Organisations*

MEMBERSHIP STRUCTURE

Marita Albán Juárez Quartet at the European Agenda for Music Showcase, Warsaw, 2019

The EMC is the Regional Group for Europe of the International Music Council (IMC) and as such is responsible for the European members of the IMC.

All EMC members must demonstrate that they consent to the IMC's position on the 5 Music Rights. They must be governed democratically and offer services to their members and/or to the community at large.



National Music Councils

A National Music Council must be broadly representative of the musical life in its country, develop policy positions to advance the musical life of the country and advocate these policy positions to decision makers – including the government.

National/Specialised Music Organisations

Any legally constituted organisation, association, society, company, foundation, corporation or NGO working in the field of music and culture, which does not fulfil the requirements of an International or European Music Organisation or National Music Council, can be accepted as an organisational member of the IMC/EMC.

European/International Music Organisations

European and International Music Organisations are membership organisations focusing on a specific field within the music sector, either on a European or an international level.

A European Music Organisation must be mainly operating in Europe and have members or musical activities in a minimum of 20% of the European countries. The number of its voting members outside Europe should not exceed three.

Conducting actions to help their members, these organisations are also gathering important policy positions to advance the welfare of their specific area or musical activity. Each field within the music sector requires special attention and policy work of decision makers and international institutions such as UNESCO or the European Union.

OUR ORGANISATION

Whereas the EMC is governed by an elected board which defines the broad lines of actions based on the strategies adopted by the membership, the implementation of the work plan and administration is coordinated by the EMC office staff in Bonn, Germany. Tasks of the EMC staff include: concept and coordination of EMC activities, budget planning, personnel management, internal and external communication, financial administration, reporting to public and private funders (including internal and external

audit reports), preparing applications to public and private funding bodies, office management, including database administration and dissemination of information. For particular tasks such as design or translations and proofreading the EMC occasionally hires freelancers. The EMC membership elects an internal auditor who checks the EMC accounts annually with regards to the statutory use of the EMC funds. The EMC bookkeeping is also checked regularly by an external auditor.

EMPLOYED PERSONNEL

Secretaries General

In September 2009, the EMC board implemented a dual leadership scheme with Ruth Jakobi and Simone Dudt as Secretaries General. The two Secretaries General are responsible for the management of the EMC and coordination of its activities, and all related tasks. In particular they are responsible for the important cultural political activity of the EMC as well as the representation of the EMC vis-à-vis external parties. Both are working 65% of a full-time position.

Project Officer

The Project Officer supports the Secretaries General with their tasks, especially concerning the implementation of special projects, events and its communication. The Project Officer is in charge of coordinating the Erasmus+ project SHIFT, which requires both extensive language and administration skills. In 2021, this position was held by Carolyn Auclair until March 2022.

Office Administrator

The Team Administrator supports the Secretaries General with their tasks such as office management and bookkeeping. This position is currently held by Tanja Huthwelker. Tanja is working 60% of a full-time position.

THE EMC BOARD

The EMC board meets regularly to provide governance to the EMC and development of EMC activities.

The EMC executive board consists of the President, Vice President and the Treasurer. In separate meetings they prepare the discussions and decisions for the overall board. These meetings usually take place ahead of the general board meetings.

In the EMC online Annual Meeting in June 2021, the following 7 persons were elected to form a new EMC board:

- Victoria Liedbergius, President, (SE/NO)
- Audrey Guerre, Vice-President (FR)
- Willem van Moort, Treasurer (NL)
- Joanna Grotkowska (PL)
- David Zsoldos (HU)
- Harrie van den Elsen (NL)
- Michalis Karakatsanis (CY)

Policy Advisor

The Policy Advisor works closely with the Secretaries General and advises them on current policy developments, mainly on EU level. The tasks include drafting policy statements, co-drafting policy statements with members and strategic partners, and contributing to EMC's internal and external communication in various media channels (Twitter, Facebook, newsletters, website). The position is currently filled by Katharina Weinert.

Communication Officer

The Communication Officer supports the Secretaries General in implementing the EMC communication strategy. Tasks include the release of newsletters and members news, design for print material and the EMC website. The Communication Officer also significantly contributes to the external communication for EMC's coordination projects. In 2021, this position was held by Isabel Jordan on a 50% basis of a full-time position until January 2022.

Communication Trainee

From February 2020 to January 2022, the EMC had a Communication Trainee that assists on various tasks related to newsletters, social media, and video-editing. The trainee further assists with the EMC's communication for important political stakeholders, both national and international. Another task is the coordination of the Fellowship Programme. This position was held by Maria Nolla.

INTERNAL CONTROL SYSTEM

The EMC has an internal evaluation system for each of its events, using questionnaires to receive feedback from the participants. Regular membership consultation via questionnaires or within the Annual Meeting guarantee that the overall work of the EMC is constantly monitored by others.

The EMC continued to work with *MusiQue* (Music Quality Enhancement) of the *European Association of Conservatoires* (AEC) as an external evaluator which stated that it became imminent that especially the EMC members lounges with 15-20 participants each have been found extremely useful to our members. The small number of participants has provided an intimate safe place for members to share their struggles but also their solutions. Regular bilateral email and phone

contact with members have been appreciated a lot by the members.

The EMC has laid out its expected results in three activity areas:

- **ACTIVATING THE MUSIC SECTOR**
- **STRENGTHENING THE MUSIC SECTOR**
- **CONNECTING WITH AND BEYOND THE MUSIC SECTOR**

In all three, important achievements have been made. The overall analysis of the work of the EMC was very positive and very constructive advice was given for improvement in the future.

ENVIRONMENTAL AND SOCIAL PROFILE

In 2021, the EMC has signed together with eight other European and international cultural networks a letter of intent towards decelpling the SHIFT eco-certificate. The networks recognise the ecological footprint associated with operating a cultural network. They are committed to minimising this footprint, optimising environmentally sustainable practices, and acting as an example of good practice for their members and other networks.

Gender issues have been an important topic at the EMC, both as part of its policy work and within its own administration. The European Agenda for Music (EAM) made it clear that power positions

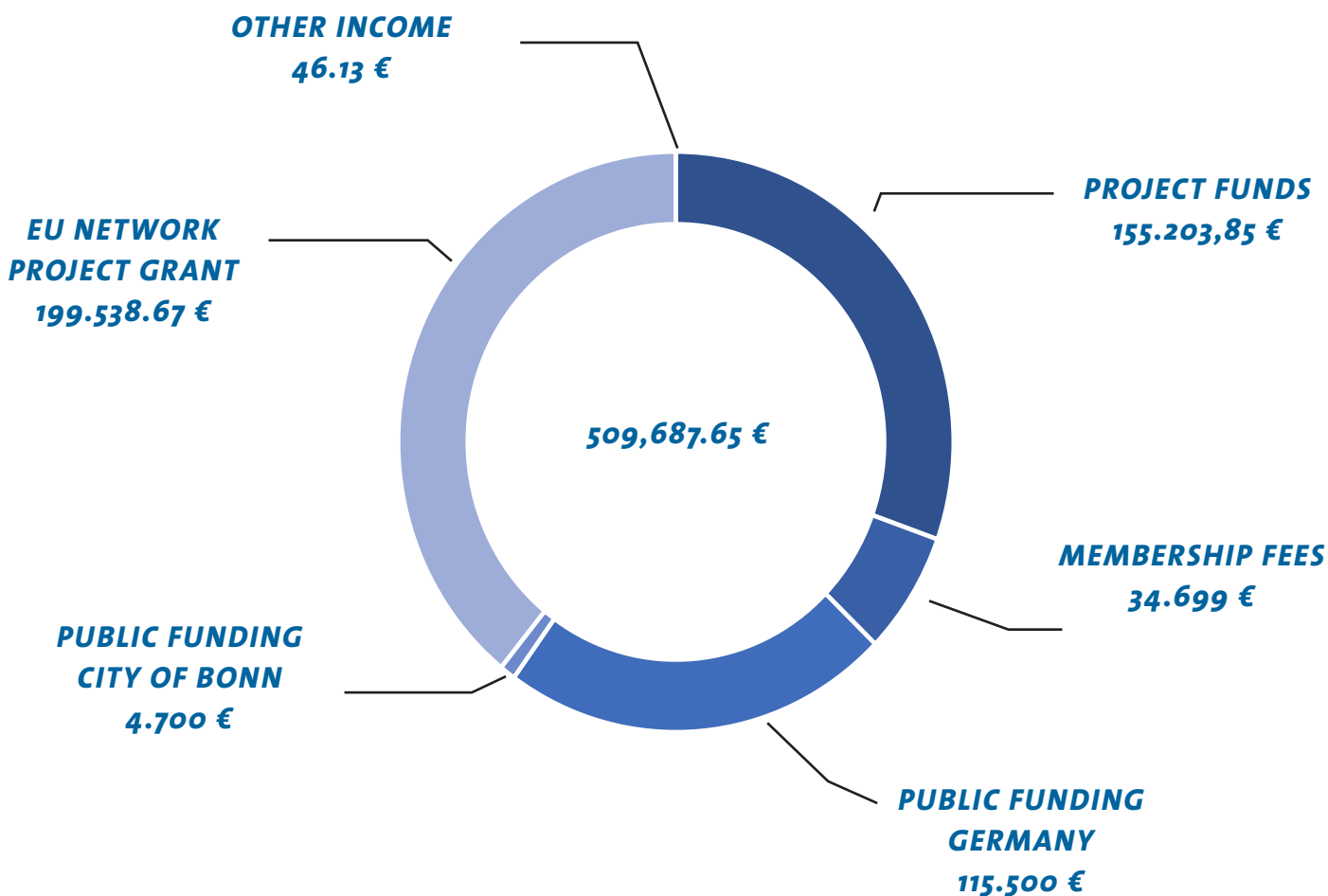
in the music sector are distributed unequally, which was also the case for the EMC. However, the EMC team and board worked intensively to raise awareness in its organisation, which has led to a significant rise in female board candidacies and ultimately more female board members. The EMC office faces a different challenge: for several years now EMC has had an all-female office. For each job offer the EMC is eager to consider male applicants, but the number of female applications is significantly higher.

As for the wider music sector the EMC has signed the Keychange pledge to promote female artists and music business professionals.

INCOME

The main sources of income for EMC’s core activities are public: 39% from the European Union, 27% from the German Federal Government Commissioner for Culture and Media and 1% from the City of Bonn. Further to this, the EMC is involved in different cooperation

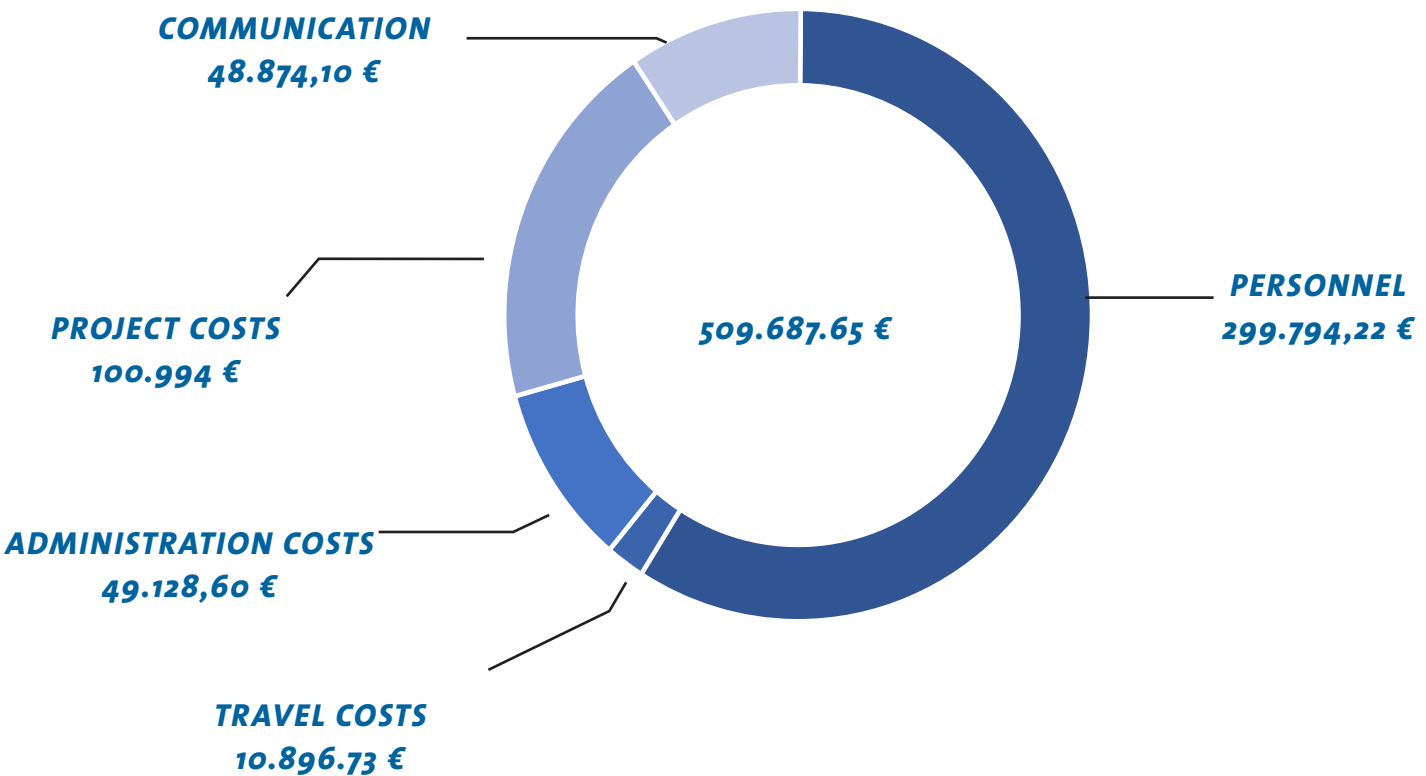
projects that are co-funded through various EU funding programmes (*Creative Europe, Erasmus+, pilot actions*). This makes up 26% of the income, this includes money that is transferred to project partners as their share of the grant. Membership fees cover 7% of the income.



EXPENDITURES

As the EMC implements many activities 'in house' the biggest portion of expenditures covers staff costs, 59%. In terms of travel expenditures, 2021 was a particular year as due to the pandemic travelling was very reduced with the ongoing lockdowns and restrictions. Therefore, only 2% of the expenditures were spent for

travels. 10% of administration costs include office rent, equipment, software and consumables as well as training for team members. The amount spent on communication (costs for webhosting, design, printing and translations) makes up 10% of the total expenditures. 20% is spent on cooperation projects.



Financial Management and planning

The EMC's accounting is executed with a professional bookkeeping system by the office manager. The Secretaries General monitor the accounting and are responsible for budget planning, including for projects. The project officer

assists the Secretaries General on supervising the costs related to projects. The board and the internal auditor control the financial management of the EMC.

EMC MEMBERSHIP BENEFITS

Join one of Europe's broadest networks of music organisations and get automatic membership to the International Music Council (IMC), an official NGO partner of UNESCO!

- *Benefit in exchange programmes providing opportunities for peer-to-peer learning*
- *Enjoy preferential rates at our conferences, events and workshops*
- *Host our conferences and contribute to events and workshops*
- *Apply for travel bursaries to our events*
- *Nominate a young representative for the EMC Fellowship Programme*
- *Receive support in own advocacy activities*
- *Guide the direction of IMC & EMC advocacy and activities*
- *Exercise voting rights and stand for election to the boards of IMC & EMC*
- *Receive news exclusively for EMC members and information on the latest developments on European and international cultural policies*
- *Nominate projects/initiatives for the IMC Music Rights Awards*
- *Gain visibility on the EMC, and IMC website through the 'Project of the Month'*
- *Visibility of your news and activities on our social media channels*



MEMBERS OF THE EUROPEAN MUSIC COUNCIL:

We have Members in: Australia // Austria // Azerbaijan // Belgium // Bulgaria // Croatia // Cyprus // Czech Republic // Estonia // Finland // France // Germany // Hungary // Israel // Italy // Latvia // Norway // Poland // Portugal // Romania // Russia // Spain // Sweden // Switzerland // The Netherlands // Ukraine // United Kingdom // USA

Our Members: Asociatia Trib'Art // Association Nationale Cultures et Traditions // Associazione Emiliano Romagnola Cori // // Austrian Music Council // BOZAR // Bulgarian Music Association // Callias Foundation // CHROMA/Zebroch // // Cyprus Symphony Orchestra Foundation // Czech Music Council // Estonian Music Council // Europe Jazz Network // // European Association for Music in Schools // European Association of Conservatoires // European Broadcasting Union // // European Chamber Music Teachers Association // European Choral Association-Europa Cantat // European Composer and Songwriter Alliance // European Concert Hall Organisation // European Early Music Network // European Federation of National Youth Orchestras // European Festivals Association // European Music Schools Union // European Orchestra Federation // European String Teachers Association // European Union of Music Competitions for Youth // European Voice Teachers Association e.V. // Federació Catalana De Societats Musicals // Federació Catalana d'Entitats Corals // // Finnish Music Council // Flemish Music Council // Fondazione Adkins Chiti: Donne in Musica // German Music Council // // Hispania Música Foundation // Hungarian Music Council // IMZ International Music + Media Centre // International Association of Music Information Centres // International Association of Music Libraries, Archive and Documentation Centers // International Association of Schools of Jazz // International Confederation of Accordionists // International Confederation of Electroacoustic Music // International Federation for Choral Music // International Federation of Chopin Societies // International Federation of Musicians // International Music Products Association // International Society for Contemporary Music // International Society for Music Education // International Vocal Training Coaching // Israel National Music Committee and Department // Italian Music Council // Jeunesses Musicales International // Latvian Music Council // // Live DMA – European Network for Music Venues and Festivals // Live Music Now Scotland // Miso Music Portugal // // Moviment Coral Català // Music Austria // Music Council of the French Community of Belgium // National All-Ukrainian Music Union // National Centre of Expertise for Cultural Education and Amateur Arts // National Music Center of Azerbaijan // Norwegian Music Council // Plate-forme Interrégionale // Polish Music Council // Russian Music Union // // SafeMUSE - Safe Music Havens Initiative // Scottish Music Centre // Society Of Music Merchants // Sound Diplomacy SL // // Swiss Music Council // Tenso Network Europe // Unison – Croatian Music Alliance // // World Federation of Amateur Orchestras // World Federation of International Music Competitions