



STRATEGIC PLAN 2011-2013

1) Objectives

On-the-Move (hereinafter OTM) is a not-for-profit organisation originally set up as a project by IETM in 2002. In the beginning, OTM's activities were limited to a performing arts toolkit. In 2004, OTM was registered as an independent organisation and started to build up an informal network of partners to improve its mobility information services for performing artists. In 2009-2010, OTM changed its organisational structure to become a formal network of organisations active in the field of cultural mobility, thus initiating a structured, collaborative approach to information provision and enlarging the primary focus from the performing arts to include also contemporary and interdisciplinary art practices. OTM currently has 36 organisational members and 3 individual members in 21 countries. The mission of OTM is to provide and disseminate cultural mobility information from Europe and other parts of the world, and to engage in research, capacity building and advocacy for mobility issues in collaboration with its members. The goal of OTM is to be the main reference for cultural mobility information for the cultural sector in Europe.

In the year 2010, OTM went through an important transition period that the organisation will build on in the years to come. In 2010, OTM was awarded an operational grant from the EC that, after many years of instability, allowed OTM to recruit two part-time staff, set up an office, formalize its organisational structure as a network, improve its communication tools, start to work on the network's information coordination strategy and coordinate its advocacy actions together with its members in a structured way.

The members were invited to a first meeting in Brussels the 21st of May 2010 to kick off the discussions around the major task planned for 2010 – a joint information coordination strategy. At the autumn General Assembly, that will be hosted in connection with IETM's meeting in Glasgow on the 3rd of November 2010, OTM's members will approve the organisation's revised membership criteria, the 2011-2013 strategic plan and elect a new board. During the General Assembly, the members will also discuss and approve the methodology for the network's information coordination strategy.

In terms of improving OTM's communication tools, a lot of energy and resources were invested, in 2010, to build a new website with a new Content Management System. The new website will be developed over the next three years to ensure that it is in line with developments of the information coordination strategy 2010-2013. In 2010, OTM also continued to upload news items on its website and send a monthly *News Flash* to approximately 9.000 subscribers.

Concerning advocacy, OTM started to consult its members and coordinate its advocacy actions in a structured way. In July 2010, OTM submitted a contribution to the *Green Paper consultation on Culture and Creative Industries*. In July 2010, OTM also set up a survey for its *News Flash* subscribers about the current *Culture Programme*, as a way to prepare its contribution for the autumn 2010 consultation on the new *Culture Programme 2014-2020*.

In addition, OTM also finalized and disseminated two new studies, one on 'Virtual Mobility', and one on 'Mapping Asia-Europe Cultural Cooperation'. These are both available on the OTM website and can be downloaded for free.

OTM is committed, in the next three years, to build on the lessons learnt in the 2010 transition year and continue to develop the organisation. OTM's objectives for the years 2011-2013 are:

1. To facilitate, coordinate and improve cultural mobility information provision in Europe.
2. To defend and promote a concept of mobility that is progressive, responsible and sustainable.
3. To consolidate OTM as a European network active in the field of cultural mobility.

2) Priorities

Under each of the three objectives listed above, OTM has identified the following priorities:

1. To facilitate, coordinate and improve cultural mobility information provision in Europe.

- To approve the methodology guidelines (late 2010/early 2011) and further develop (2011-2013) the network's information coordination strategy.
- To launch (late 2010/early 2011) and fine-tune and further develop (2011-2013) OTM's new website.
- To investigate, together with the EU pilot mobility projects, how to ensure the sustainability of the projects' outcomes.
- To liaise with EU institutions and Member States (Cultural Contact Points, National Mobility Information Services etc.) in order to reach new potential members and give visibility to and advance OTM's information coordination strategy by integrating their outputs.
- To identify information gaps and training needs and contribute to the members' capacity building by organising training sessions, conducting research and facilitating exchange of best practices within the membership.

2. To defend and promote a concept of mobility that is progressive, responsible and sustainable.

- To follow trends and developments on EU and Member State level and to advocate for improved cultural mobility conditions in Europe.
- To liaise and build long-term partnerships with organisations active in the social and environmental fields.
- To develop, in collaboration with the new partners, a *Charter for Responsible and Sustainable Cultural Mobility*.
- To promote and make use of the charter in all of OTM's advocacy actions.

3. To consolidate OTM as a European network active in the field of cultural mobility.

- To consolidate the membership.
- To recruit new members, with a special focus on organisations based in countries and regions where OTM is not yet represented.
- To set up a permanent office and invest in office equipment (OTM is temporarily hosted by Culture Action Europe in 2010).

- To develop the organisation's fundraising strategy and set new fundraising targets with the aim of having 2 full-time staff by the year 2013.
- To increase the visibility of and awareness about OTM's activities with the aim of improving the access to cultural mobility information in the European cultural sector and beyond.

3) Expected results

The expected results for OTM's activities in 2011-2013 are:

- That the information coordination strategy and best practice exchanges will contribute to the capacity building of both the network and the individual members, thus improving the information provision on mobility in Europe for the benefit of the wider cultural sector.
- That the mobility information provided by the network and its individual members is provided efficiently and in a coherent and transparent way.
- That the mobility information provided by the network will come from an increasing number of sources and reach an increasing audience of active OTM website users across Europe and beyond.
- That OTM will be increasingly recognized as the main reference for accurate, reliable and user-friendly cultural mobility information.
- That OTM will have a fully functional website that is up to date with the needs of its members and users and ready to function as a central information platform for the cultural sector's activities in the field of mobility.
- That OTM will contribute to a wider dissemination of the tools, know-how and expertise gathered by the EU pilot mobility projects. That OTM will contribute to secure the sustainability of the outcomes of the EU pilot mobility projects.
- That OTM's advocacy actions will have an impact and, step by step, help improve the provision of information on mobility and the conditions for cultural mobility in Europe.
- That OTM will act as a mediator between its members and other grassroots organisations and policy makers. That OTM will help to facilitate dialogue, gather critical feedback on mobility issues and enhance their visibility.
- That the *Charter for Responsible and Sustainable Cultural Mobility* will be of high quality, widely disseminated and widely used.
- That OTM will improve its methods for sharing knowledge, expertise and resources with its members and partners and thus be increasingly recognized as an active and reliable European network.
- That OTM will improve its topic and region coverage by welcoming at least ten new members from five countries or regions where OTM is not yet represented.
- That OTM will have a permanent, fully equipped office.
- That OTM will have reached its fundraising targets and been able to employ two full-time staff.
- That OTM has a solid network structure and is ready to adapt and respond to the new challenges facing mobility in Europe in the next three-year period (2014-16).

By federating the cultural sector around a qualitative vision and progressive approach to cultural mobility, OTM aims to advance a concept of mobility that is respectful of social standards and environmental protection, and that promotes cultural diversity and intercultural dialogue. OTM's over-arching goal for the next three-year period is therefore to become:

'a centre of excellence, knowledge and expertise that promotes a concept of mobility that is progressive, responsible and sustainable – for the benefit of individual artists and cultural operators as well as the cultural sector in Europe and beyond.