

on the move

On The Move

Activity Report 2010



Opetusministeriö
Ulkosuhhteministeriö
MINISTRY OF EDUCATION
Ministère de l'Éducation

Ministry of Education and Culture - Finland



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Der Beauftragte der Bundesregierung
für Kultur und Medien

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German Centre of the
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Education and Culture DG

Culture Programme

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Executive summary

During the year 2010, throughout Europe, the question of cultural mobility, (including information on mobility and funding schemes to support mobility) was further examined through studies, the EU's OMC Expert Group on mobility, within Member States and through the EU pilot projects on mobility.

In 2010 On-the-Move.org aisbl (hereinafter OTM) was an active player on mobility in Europe and beyond. It continued to widen and deepen its contacts to become Europe's main network on cultural mobility information gathering today key players in international mobility. At the end of 2010, OTM boasted 37 European organisations from 23 countries, including networks, foundations and grassroots cultural organisations at international, national, regional and local level.

The European Commission's subsidy and the grants received from other funders – notably the Ministry of Education in Finland, the Arts Council of Ireland, the German Federal Government Commissioner for Culture and the Media, and the French Ministry for Culture and communication – allowed OTM to consolidate its mission and services and accomplish the following:

- OTM adopted a new information coordination strategy for the years 2011-2013 to ensure that OTM functions as Europe's network on mobility information and hub of information coordination.
- OTM worked on setting up a new functioning website (operational since mid-February 2011) which plays the dual role of a European hub for culture mobility for artists and culture operators across Europe with an improved information service, and a virtual platform for members of OTM's network.
- OTM continued its much appreciated mobility information service. At the end of 2010 OTM's newsletter reached nearly 10,000 subscribers worldwide. The newsletter is now available in three languages: English French and Spanish. The website and the newsletter have developed a strong focus on mobility issues to/from Asia and the Mediterranean countries.
- Through various contributions in conferences and public consultations OTM contributed to raise awareness of culture professionals' mobility concerns and needs, and strengthened their voice in the decision-making process at EU and national level.
- OTM published a study on virtual mobility and a mapping on Asia-Europe culture cooperation, and launched work on a toolkit on green mobility and a directory on International funding opportunities for mobility; both will be published in spring 2011.
- OTM adopted a strategic plan for the period 2011-2013 and a logistic framework in order to work properly, and consolidated its structures for an efficient day-to-day management of the organisation.

Throughout 2010, OTM's activities as Europe's culture mobility information network helped stimulate different art expressions to exchange, collaborate, dialogue and strengthen the European public space through debate and creation. The organisation remains committed to defending improved conditions for mobile artists and operators from Europe and beyond, and to defending a concept of mobility which is progressive, responsible and sustainable.

Main activities and achievements in 2010

On the Move built its activities in 2010 around three core objectives:

- Facilitating, coordinating and improving cultural mobility information provision in Europe and beyond,
- Defending and promoting a concept of mobility that is progressive, responsible and sustainable,
- Consolidating OTM as a European network active in the field of cultural mobility.

OTM decided in 2010 that these key objectives will become the main strategic objectives of the organisations for the following three years. The new strategic plan for 2011-2013, adopted at OTM's General Assembly in November 2010 in Glasgow, reflects this decision.

This annual report therefore is structured following these three key objectives and details all the actions and achievements OTM undertook in 2010 to attain them.

1. Facilitating, coordinating and improving cultural mobility information provision in Europe and beyond

In order to:

- develop synergies and achieve coordination between various culture organisations in Europe,
- make information on mobility clearer and more accessible to professionals,
- respond to cultural mobility information gaps and needs presented by artists and cultural operators,
- communicate the outcomes of the mobility pilot projects and their challenges to the wider culture sector,
- raise awareness on the mobility of professionals between Europe and beyond, discuss obstacles and address them politically, in line with the European Agenda for Culture,

OTM carried out the following in 2010:

1.1. OTM organised exchange meetings between its members to define OTM's information coordination actions

OTM organised two meetings in 2010 for OTM network members (on 21st May in Brussels and on 3rd November in Glasgow) to see how OTM and its members can facilitate and coordinate information provision, exchange best practices and help build capacities of members to facilitate and provide information about mobility. Input from these meetings helped to devise the OTM strategic plan for the period 2011-2013 and a common information coordination strategy.

1.2. OTM surveyed members' needs in customised information and training

Throughout 2010, OTM consulted and discussed with its members their main needs and challenges in terms of providing information on mobility-related issues. This included a survey (by email, started in February 2010) and bilateral phone talks with members to find out about members' needs with regards to their capacity to provide improved cultural mobility information.

OTM members were also interviewed and questioned during the two working meetings organised in 2010 (Brussels and Glasgow). In-depth interviews were done with major mobility information providers across Europe – Trans Artists (NL), Kunstenloket (BE), and Artservis (SI) – to find out how the OTM should coordinate in the future information provision on mobility.

During the discussions with members it quickly became clear that this is a huge field of action, which will need a special focus in the near future. Some of the mobility pilot projects already play a key role as regards toolkits and training and it was agreed that an in-depth dialogue should be undertaken with the pilots to investigate how to establish synergies.

1.3. OTM developed an Information Coordination Strategy

Based on a special survey and internal discussions with members during the above-mentioned meetings, at the end of 2010 OTM drafted an information coordination strategy, with the following key actions to be implemented in 2011:

- To draft OTM's new editorial policy for OTM's website and its newsletter,
- To define and organise a training session on digital information management,
- To discuss and propose with OTM members a first set of content-sharing and websites linkages,
- To develop a closer partnership with PRACTICS towards shared information coordination at national and European level.

OTM's common information coordination strategy takes account of the members' needs to improve their capacity to better provide information on mobility.

1.4. OTM maintained and edited its website as the network's hub and platform on information on mobility

Throughout 2010 OTM provided updated and diversified cultural mobility information on issues at stake, events, opportunities, policy and regulations, key players, resources and literature, including a monthly newsletter in three languages (English, French and Spanish). The information coordinator Cristina Farinha who was in charge of this work also maintained the webmail service and provided feedback to users, answering requests and offering tailor-made guidance on information issues and obstacles to mobility.

The regular **monthly newsletter** attracted a huge number of visitors and was sent automatically to all subscribers. The feedback on various topics was regular and fed OTM's input into the debates on subjects such as funding and obstacles to mobility.

The subscriber mailing list has gradually increased, and totalled 9,892 subscribers at the end of 2010. This includes a separate mailing list of over 1,265 Spanish language subscribers who receive the news bulletin translated into Spanish by OTM Connector, Centro Dramático de Aragón. Thanks to one of our co-funders, the French Ministry of Culture, OTM started translating (add) the main parts of the newsletter into French in December 2010 on and this will continue. Part of the website will be made available in French in the course of 2011.

The total number of **subscribers** at the end of 2010 was **9,892**

- **8,555** (English version)
- **1,265** (Spanish version)
- **72** (French version¹)

In spite of reductions in the work programme and information service due to funding restrictions in 2008 and 2009, in 2010 OTM recorded a significant increase in site visitors, in downloads of mobility information dossiers and in the number of subscribers to its newsletter.

¹ Please note that French version of the monthly newsletter has only been available since December 2010 and that this figure therefore only concerns the month of December 2010.

The feedback from users of the site and also statistical evidence from OTM’s newsletters demonstrates the continuing high demand for cultural mobility information resources.

OTM site user statistics 2010 (Data available from July ‘09 till December ‘10)

Monthly site visitors	2010	2009
January	25,767	
February	25,247	
March	26,189	
April	25,191	
May	23,071	
June	22,942	
July	23,478	7,591
August	19,207	14,814
September	23,711	19,635
October	23,897	21,796
November	24,567	22,827
December	22,414	23,384
Total site visitors:	285,681	110,047

Users of the website come from 123 countries across the world, with an obviously strong presence of users from Europe.

The *News and Announcements* section of the OTM website remains the most popular area for users. Separate regional focus sections are provided for geographically specific news for the Caucasus & Central Asia, Euro-Mediterranean and Asia.

In 2010 eleven news bulletins were sent out (in English and Spanish) until the end of the year with over 300 news items published on the site (an average of 30 news items per bulletin).

In addition, OTM’s news content is widely re-distributed and disseminated through online platforms and newsletters of OTM network members, taking it far beyond the core subscriber group.

Some additional editorial input is being provided by some of its members, the *Centro Dramático de Aragón* and the *Theatre Union of Russia* (RTU). The first manages the translation and distribution of the Spanish language newsletter. This ES version of the newsletter will soon become available on the website. The Theatre Union of Russia is also active in picking up news items from the OTM news bulletin and translating them for dissemination on its own news site.

OTM continued to promote the distribution via free downloads of its **mobility information dossiers**. Overall, the number of downloads in 2010 was high, **51,972**, demonstrating the ongoing demand for practical, user-friendly mobility information. Comparisons with previous years’ statistics show a steady increase in demand for the dossiers².

² In 2009 the number of downloads was approx. 36,000.

1.5. OTM redesigned its website to integrate members' inputs and respond to updated technologies

OTM network members agreed at their meeting on 21st May 2010 that the website is a key element of the common information coordination hub of the network and needs rebuilding to become the members' virtual platform for exchange and coordination. OTM therefore decided to rethink and redesign the website. The old OTM website had been set up in 2002 and needed to be completely overhauled and updated.

The aim of the new website is twofold:

- To act as a focal hub for cultural mobility information seekers (a European gateway to culture mobility) and mobility information providers, and
- To act as virtual platform for OTM members for exchange and a coordinated approach to information on culture mobility.

To be able to better integrate users' and members' inputs and needs, as well as mirror the development of OTM's new information coordination strategy, a lot of energy and resources were invested to build the new OTM website with a new Content Management System. This was done with the help of the Finnish company, *Kulomaa & Lehtinen*. OTM's information coordination officer Cristina Farinha worked intensively on the preparation and editing of the new website. She drafted new pages and assisted the designer in the preparation of documents, web development and the choice of information which was to be transferred from the old website.

The new website has the following improved features:

- Easier search function of news articles and resources by topic and region;
- Autonomous section for mobility projects, including EU pilot projects as well as other EU funded projects involving information about and the creation of tools for mobility in the culture sector;
- A choice of different languages for the newsletter as well as a joint managing system that edits and delivers the different language versions;
- A more visible section to disseminate OTM developments and initiatives as a network.

The new website was effectively launched on 23rd February 2011.

1.6. OTM liaised with and implemented a common focal point for information on EU mobility pilot projects and schemes

OTM contacted several mobility pilot projects (some of them are also members of its network) to see how OTM can support the pilots to ensure the sustainability of the projects' outputs. The OTM staff and Board attended a meeting organised by the EU Mobility Pilot Projects Joint Meeting in Brussels on 20th May, where representatives of the 2008 and 2009 EU Mobility Pilot Projects met to start up a process of joint interaction and policy reflection on mobility issues. OTM proposed to act as an open channel for communication among all projects and the culture sector. The decision was taken to create a separate space on the new OTM website that is entirely dedicated to Mobility Projects, for the promotion of the pilot projects. This section of the website gives up-dated information about the latest developments of the pilot projects.

1.7. OTM prepared the ground for a wider communication system linking the EU culture sector with partners from third countries and acted as a platform for trends and concerns in cultural mobility between Europe and third countries

OTM has several members who are actively involved in the culture sector outside Europe. This included the *Asia-Europe Foundation (ASEF)*, the *Russian Theatre Union* and the *Roberto Cimetta Fund*. Several OTM members based in Spain and Portugal are active in Latin America.

OTM's secretariat has started an internal discussion with some of these members to see how far OTM should conduct future mappings on culture cooperation and mobility opportunities outside Europe, as it had done already for Europe-Asia countries in 2009/2010. This also includes ways of actively involving these members working outside Europe in the network's information coordination strategy to better provide mobility news from outside Europe. Throughout 2010 OTM published and disseminated increasingly news and information from Asia and the Mediterranean countries on its website and through its network.

OTM's Board decided that this action will be pursued in 2011, where a decision will be taken about further mappings, notably on Latin America, for which OTM has developed a first draft of a mapping research in 2010.

Achievements of OTM in 2010 to facilitate, coordinate and improve cultural mobility information provision in Europe and beyond:

- OTM adopted a new clear information coordination strategy for the years 2011-2013 as Europe's network on mobility information and hub of information coordination.
- OTM worked on a new functioning website (on-line since 23rd February 2011) that takes plays a dual role:
 - a European hub for culture mobility for artists and culture operators across Europe with an improved information service,
 - a virtual platform for members of OTM.
- OTM provided a virtual and live platform for targeted information and exchange between mobility pilot projects and the culture sector, thus enabling more fluid communication among these initiatives.
- OTM entered into an in-depth dialogue with the PRACTICS project to see how in the future PRACTICS and OTM can work together on training and toolkits for mobility. One of the main outcomes is the project to jointly publish a directory on international funding opportunities (excluding information on EU Culture Programme funding) in 2011.
- OTM's website and newsletter developed a strong focus on mobility issues to/from Asia and the Mediterranean countries and work is continuing to see how best to include other areas (Africa, Latin America, Middle East, Russia).
- OTM drafted an outline for a mapping on Latin America which it will discuss further with its Spanish and Portuguese members in 2011.

2. Defending and promoting a concept of mobility that is progressive, responsible and sustainable

In order to:

- facilitate a stronger voice in the decision-making process for culture professionals on their mobility concerns and needs,
- defend a concept of mobility that is progressive, responsible and sustainable,
- improve knowledge and awareness of cultural mobility trends among professionals and policy makers,

OTM undertook the following activities in 2010:

2.1. OTM defined with its members OTM's 2010 advocacy strategy for cultural mobility in line with the sector's key challenges

During the meeting of its members on 21st May 2010 in Brussels, the different actions OTM should undertake in 2010 as part of its advocacy strategy were discussed. The members decided that OTM should undertake the following actions:

- Follow the OMC discussions on mobility and make sure that the final recommendation of the OMC/EC on information provision is in line with OTM members' expectations in terms of improved information provision on mobility (in cooperation with pilot projects);
- Make sure that the future EU Culture Programme reflects the sector's needs as regards support to mobility (either through public consultation or through targeted lobbying);
- Develop a common vision of OTM members and the pilot mobility projects on how to ensure the sustainability of the outputs of the mobility pilot projects;
- Contribute to the EU public consultation on the Green Paper on "Unlocking the potential of cultural and creative industries" as regards the issue of mobility;
- Promote recent research carried out by OTM and explore future research opportunities.

Following this decision OTM was active in the following areas:

2.2. OTM followed the OMC (Open Method of Coordination) discussions on mobility, reported on the outcomes to the culture sector and supported the pilot projects to submit proposals to the OMC group

Throughout 2010 OTM informed its members and users through the OTM website about the work and the final report of the OMC Expert Group on Artists' Mobility. OTM explained in detail the background and objectives of this report³. OTM also liaised with the mobility pilot projects and contributed to the recommendations on Culture Mobility that four Arts Mobility Pilot Projects (Changing Room, e.Mobility, Practics and Space) published in March 2010 and sent to the Expert Group on Artists' Mobility set up under the EU's Open Method of Coordination (OMC). OTM has actively promoted this recommendation on the OTM website and amongst OTM members to disseminate it within the culture sector.

³ See: <http://on-the-move.org/news/article/13720/final-report-from-the-member-states-expert/>

2.3. OTM started discussions with EU pilot mobility projects on how to ensure the sustainability of the outputs of the mobility pilot projects

At the end of 2010 OTM decided to organise a meeting in 2011 bringing together as many mobility pilot projects as possible. The aim is to offer a space for exchange between pilots on common future actions and projects and to discuss what synergies the projects can find, and how the culture sector can further help ensure sustainability and dissemination of outputs. This meeting will also be an opportunity for OTM members to further develop a common vision on mobility support in Europe. OTM is the only organisation in Europe offering space for this type of exchange between pilot projects.

OTM was also invited to the PRACTICS partners' meeting in Amsterdam on 10th and 11th November to discuss the future of PRACTICS after the end of the project and a possible involvement of OTM in a follow-up project. This also included discussions on how OTM can provide support to make visible the activities of PRACTICS.

2.4. OTM contributed to the EU public consultation on the Green Paper on "Unlocking the potential of cultural and creative industries" as regards the issue of mobility

Together with its members, in July 2010 OTM produced a contribution to the EU public consultation on the Green paper "Unlocking the potential of cultural and creative industries". OTM decided to contribute to this Green Paper consultation only on those issues focusing specifically on aspects of cross-border mobility, respectively questions 4.2 and 4.3. OTM indicated several new instruments that should be mobilised to promote cultural diversity through the mobility of cultural and creative works⁴.

2.5. OTM decide to support an operational proposal of the mobility pilot projects on the future Culture Programme

OTM has also decided to support an operational proposal of the mobility pilot projects on the future Culture Programme. This proposal is the contribution of PRACTICS, SPACE, Changing Room and OTM to the European Commission's consultation on the future Culture Programme and was finally co-signed by OTM in January 2011. OTM is promoting this position paper on its website and through its network⁵.

2.6. OTM participated in various events and meetings across the EU to promote mobility of artists and culture professionals and circulation of arts across and beyond Europe

OTM was invited to several events (conferences, network meetings, seminars, training sessions, consultations, presentations and participation in structured dialogue) to promote mobility of artists and culture operators and the OTM network:

- *Culturemap workshop, Brussels, 19th March*
OTM attended the final workshop as part of the EU study on the Mapping and Evaluating of Existing Platforms (Websites) within the Cultural Sector for the

⁴ See: <http://on-the-move.org/news/article/13751/otm-contribution-to-the-eu-consultation-on-the/>

⁵ See: <http://on-the-move.org/library/article/14073/otm-co-signs-the-mobility-pilot-projects/?category=64>

European Commission⁶. OTM features as a case study on the final report as well as on the study website and is included in their Online Knowledge Base.

- *IETM Meeting, Berlin, 15th -18th April*
Judith Staines, author of the OTM virtual mobility study “Excited Atoms”, represented OTM at the IETM meeting in Berlin to present the outcome of the study on virtual mobility and triggered a debate on virtual mobility between participants at the very moment when Europe skies were empty of airplanes, due to Icelandic volcanic ash clouds.
- *Eurocities Meeting, Brussels, 15th September*
OTM was invited to this meeting of the *Eurocities* working group on culture to present OTM and discuss how cities can become more involved on mobility issues at European level. It was decided to continue the dialogue between OTM and Eurocities in the course of 2011. OTM was represented by its Delegate General, Richard Polacek.
- *Culturemondo round table, Amsterdam, 23rd September*
OTM was represented by Cristina Farinha at the annual meeting of this informal international network that brings together experts and representatives of cultural portals from around the world. OTM used this opportunity to promote its network and advocacy work and to discuss with other information providers various mobility issues to foster future links and potential membership. OTM has also been discussing possibilities and interests for the future joint organisation of training events on digital tools.
- *IETM Meeting, Glasgow, 4th-7th October*
Information coordinator Cristina Farinha represented OTM at this meeting to promote OTM as well as to talk informally with artists and cultural operators about their expectations and needs regarding mobility information. This feedback is extremely important for OTM in order to improve its services and tailor them to the sector’s needs.
- *Experts’ workshop on mobility and social security of visual artists in Europe, Berlin, 16th & 17th November*
The expert workshop was organised by its German member the *Internationale Gesellschaft der Bildenden Künste (IGBK)*⁷ in cooperation with the European Commission Representation in Germany and supported by PRACTICS and OTM. OTM was present through its Delegate General, Richard Polacek, who moderated the workshop.
- *Seminar “Mobility and Hosting of Artists and Cultural Professionals”, Portuguese Ministry of Culture, Lisbon, 21st November*
This event was organised by the Portuguese Ministry of Culture to present to the Portuguese arts and culture sector the process and outcomes of the work of the OMC group on Mobility of Artists. Conditions for mobility and internationalization to and from Portugal were also discussed. OTM was represented by Information coordinator Cristina Farinha to present OTM’s experience as a network for mobility, along with OTM member TransArtists (NL), ONDA (FR) and the Nordic-Baltic Mobility Programme.

⁶ See: www.culturemap.net

⁷ See: <http://igbk.de/page.php?pgid=88&lang=en>

2.7. OTM disseminated OTM members' studies and other existing publications on cultural mobility

OTM continued throughout 2010 to promote the distribution via free downloads of its mobility information dossiers and dossiers and studies of OTM members or of other organisations in the culture sector.

OTM monitored closely the download statistics of its publications. These provide evidence of users' interests and professional profiles as well as useful guidance for the priorities for future mobility information dossiers. Overall, the number of downloads in 2010 for OTM's **information dossiers** was high, **51,972**, demonstrating the ongoing demand for practical, user-friendly mobility information.

2.8. OTM undertook analysis and research work on new forms and challenges of cultural mobility

In spring 2010 OTM also finished a **mapping on Asia-Europe cultural cooperation** at the request of the Asia-Europe Foundation (author: Judith Staines). The aim of this publication is to enhance the visibility of existing ASEM governmental policy measures that support Asia-Europe cultural co-operation. This mapping report was published on OTM's and ASEF's website in April 2010.

OTM has also analysed carefully the need for new research work and information dossiers. Since 2002 OTM has been promoting international mobility of artists and other cultural operators. In today's context of excessive (ab)use of natural resources, environmental pollution and global warming, OTM feels obliged and motivated to think about how to promote sustainable mobility of artists. In view of the growing interest in and expectations concerning the issue of sustainable mobility, so-called 'green mobility', OTM has conceived a research outline proposal on this theme. The aim is to produce a **green mobility toolkit**, a handbook of good practices for the performing arts and visual arts sectors which also provides guidance to professionals on how to become more 'green' when being mobile. OTM's partner in this project is *Julie's Bicycle*, a UK-based non-profit company working with the creative industries to co-ordinate and catalyse best practices in sustainability and develop cultural leadership around climate issues to reduce the sector's greenhouse gas (GHG) emissions. The research work on the green mobility guide started in December 2010 and will be ready in spring 2011; it will be available in English and French.

OTM also initiated, together with the PRACTICS project, research work on a **directory for international funding opportunities for mobility**. OTM had created an on-line directory back in 2003 but by 2009 it was completely out of date. This research will identify the most relevant funding sources for the out-going mobility of artists and culture professionals within Europe, in order to present data which responds to the needs of mobile artists and culture professionals and can be presented in a user-friendly format by all PRACTICS Infopoints and by OTM website users and OTM members. In times of financial crisis and public funding cuts all over Europe, a comprehensive guide with a clear overview of available funding meets the demands of the culture sector.

The directory on international funding opportunities for mobility will be finalised by May 2011 and be available in English and French.

2.9. OTM promoted its research on “virtual mobility” (*Excited Atoms*) undertaken in 2009 and discussed how access and use of digital tools are impacting cultural collaborations

In April 2010 OTM published its virtual mobility study entitled “*Excited Atoms, exploration of virtual mobility in the performing arts*”. The research was funded in 2009 by the *Fundación Autor* and carried out in 2009 and 2010 by OTM’s former editor Judith Staines. *Excited Atoms* outlines a history of virtual mobility in performance, presents the main types of work with inspiring current examples and traces some of the most critical issues and motivations for artists, cultural producers and promoters to collaborate, share, make, question, present and innovate using virtual mobility. In the first week, the report received over 4,000 downloads. By the end of 2010 the report had been downloaded 13,989 times. This publication was responsible for a third of user traffic to OTM during these months, confirming the huge interest of the arts and culture community in the potential use of virtual mobility tools. The French version of this report will be available in 2011.

In order to promote this publication the author Judith Staines was present at the IETM Berlin meeting, 15th-18th April where she convened an informal session to discuss the report and discuss with IETM conference participants the access and use of digital tools impacting cultural collaborations.

Achievements of OTM in 2010 to defend and promote a concept of mobility that is progressive, responsible and sustainable:

- Through various contributions in conferences and public consultations OTM helped to raise awareness of culture professionals’ mobility concerns and needs and strengthened their voice in the decision-making process at EU and national level.
- OTM disseminated several studies related to mobility through its network and website to a wider audience of culture professionals in Europe.
- OTM published a study on virtual mobility and a mapping on Asia-Europe culture cooperation.
- OTM organised a debate with the culture sector at the IETM meeting in April 2010 in Berlin on virtual mobility.
- OTM launched a study on green mobility and research for a directory on international funding opportunities for mobility. Both publications will be available in spring 2011.

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

In order to consolidate its network for information on cultural mobility, OTM undertook the following activities in 2010:

3.1. OTM consolidated its structural basis to manage and advance the network

2010 was a strategically important year for the organisation as sufficient funding allowed it to establish a sound structural basis for the daily management of the organisation:

Judith Staines, OTM's General Editor/Coordinator from 2004 to 2009, left the organisation at the end of 2009 to take up other job challenges. Between January and April 2010 OTM recruited two freelancers to constitute OTM's new team. The objective for this recruitment in this first period of the year was to keep the information service running, continue to be connected with OTM members and implement the OTM 2010 work plan.

News of the approval of the EU grant for 2010 meant the team could be paid longer hours and temporary work contracts between May and December 2010 could be offered. The **OTM office** was set up in May and was hosted by *Culture Action Europe* in Brussels, Belgium.

For first time since its creation in 2002 OTM was able to hire two permanent staff with employment contracts running from May until December 2010. This contributed greatly to the structural consolidation of network. The two staff member worked part-time for a total of 38 hours/week.

The **permanent staff of OTM** in 2010 was made up of:

- OTM's information coordinator, responsible for coordinating OTM members to facilitate and improving cultural mobility information provision in Europe and beyond. In 2010 this position was held by Cristina Farinha.
- OTM's advocacy and network coordinator, responsible for activities to defend and promote a concept of mobility that is progressive, responsible and sustainable, for activities consolidating OTM as a European network active in the field of cultural mobility, and for the daily management of the association. In 2010 this position was held by Emma Ernsth who left the organisation at the end of 2010 to work full-time for *Culture Action Europe*. She was replaced by Tara Schneider on 1st January 2011.

The **Board of OTM** continued to make a significant contribution throughout this year to the management and future direction of the project, particularly in the areas of fundraising, planning, networking and advocacy. As in previous years, all Board members worked in a voluntary capacity for OTM and were not remunerated.

In 2010 OTM Executive Board was composed of 5 members as follows:

	Name of the Board member and function	Institution/Status	Country
1	Maria de Assis Swinnerton President	Individual member	Portugal
2	Javier Brun Vice President	Individual member	Spain
3	Richard Polacek Delegate General	Individual member	Czech Republic
4	Martina Marti Secretary	TINFO	Finland
5	Ruben Gutierrez del Castillo Treasurer	Fundacion Autor	Spain

The General Assembly of OTM in Glasgow adopted a new OTM Board on 3rd November 2010:

	Name of the Board member and function	Institution/ Status	Country
1	Martina Marti President	TINFO/ Individual member from 1.1.2011	Finland
2	Luigi Gageos Vice President	jmEvents	Romania
3	Richard Polacek Delegate General	Individual member	Czech Republic
4	Angie Cotte Treasurer	Roberto Cimetta Fund	France
5	Dorota Buchwald Secretary	Polish Theatre Institute	Poland

OTM members met several times during 2010. Members were invited to a first meeting in Brussels on 21st May 2010 to decide about major activities planned for 2010 and develop a joint information coordination strategy. Members also attended the General Assembly meeting on 3rd November in Glasgow/UK, which was held after an information coordination meeting.

During the GA, OTM members agreed that in the future OTM members should find more opportunities to meet, which depends on available funding to finance travel costs and meetings.

At the end of 2010 OTM brought together **37** institutions and **3** individual members from **23** countries.

	Name of the institution	Country
1	Alkantara	Portugal
2	Arts and Theatre Institute	Czech Republic
3	Ars Baltica	Germany
4	Arts Professional	United Kingdom
5	Artservis/SCCA	Slovenia
6	ASEF	Singapore
7	BAAPE	France

8	Centro Dramatico de Aragon	Spain
9	Circostrada / Hors les murs	France
10	Culturelink / Institute for International Relations (IMO)	Croatia
11	Dance Info Finland	Finland
12	Danse Bassin Mediterranee (DBM)	Portugal
13	Dansens Hus Denmark	Denmark
14	European Council of Artists (ECA)	Denmark
15	European Cultural Association (Avrupa Kültür Derneği)	Turkey
16	European Festivals Association (EFA)	Belgium
17	Finnish Theatre Information Centre (TINFO)	Finland
18	Fondazione Fitzcarraldo	Italy
19	Fundacion Autor	Spain
20	Interarts	Spain
21	IGBK – International Association of Visual Arts	Germany
22	International Federation of Actors (FIA)	Belgium
23	IETM – International Network for Contemporary Performance Arts	Belgium
24	ITI – International Theatre Institute	Germany
25	jmEvents	Romania
26	Kulturkontakt Austria	Austria
27	Kunstenloket	Belgium
28	Miso Music	Portugal
29	Open Society Institute	Hungary
30	Pepinières européennes pour Jeunes Artistes	France
31	Pisa-Papeis – Procur Arte	Portugal
32	Polish Theatre Institute	Poland
33	Roberto Cimetta Fund	France
34	St. James Cavalier – Centre for Creativity	Malta
35	Trans Artists	Netherlands
36	Theatre Union of the Russian Federation	Russia
37	Trans Europe Halles	Sweden

During the GA in Glasgow in November 2010 it was decided to keep **individual membership** of OTM limited. At the end of 2010 OTM had three individual members:

1	Maria de Assis Swinnerton	Portugal
2	Javier Brun	Spain
3	Richard Polacek, Independent Advisor on EU culture policies	Czech Republic

3.2. OTM defined its strategic plan for the period 2011-2013

OTM held an extra-ordinary **General Assembly** in Glasgow on 3rd November 2010. During this meeting OTM members decided to build on the lessons learnt in the 2010 transition year and to adopt a strategic plan for the organisation for the years 2011-2013 to continue to develop OTM⁸. The GA also approved the following:

- The organisation’s revised membership criteria;

⁸ For OTM’s strategic plan 2011-2013 see: [http://on-the-move.org/files/OTM Strategic%20plan 2011-2013.pdf](http://on-the-move.org/files/OTM%20Strategic%20plan%202011-2013.pdf)

- A member's application form that members have to fill in every year to confirm their membership and that new members have to fill in if they wish to join OTM;
- The methodology for the network's information coordination strategy
- A new Executive Board.

3.3. OTM consolidated its funding for 2010 and beyond

In addition to the continued support from the *Open Society Institute*, the *Arts Council of Ireland* and the Finnish Ministry for Education and Culture, OTM looked for new funding opportunities and approached several Ministries of Culture in Europe.

Thanks to a grant agreement concluded in November 2010 between OTM and the French Ministry for Culture and Communication, OTM received a grant of €15,000 which OTM can spend between December 2010 and December 2011. OTM decided to allocate the funding to:

- Propose parts of its new website in French (from spring 2011 onwards);
- Distribute its newsletter from December 2010 till December 2011 also in French;
- Provide the French translation of several OTM mobility information dossiers;
- Co-fund parts of OTM's new information dossiers (OTM's funding directory and green mobility toolkit, to be available in spring 2011 in English and French).

For 2010 OTM received a €50,370 grant from the EU. This was the first time for three years that OTM received EU funding again (the last funding dated back to 2007).

2010 marked indeed the first year – after many financially difficult years – where OTM was once again in a position to have a solid financial basis to carry out its mission and different activities.

In 2010, funding for OTM came from:

• Open Society Institute ⁹	€5,945
• Arts Council of Ireland/An Chomhairle Ealaíon	€3,000
• Ministry of Education and Culture, Finland	€10,000
• Federal Government Commissioner for Culture and the Media, Germany	€10,000
• French Ministry of Culture and Communication ¹⁰	€1,777
• EU grant for 2010	€50,370

Total income 2010:	€80,694
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OTM and its members thank all its funders for their support in 2010.

In 2010 OTM also decided to apply to the EU for a multi-annual operating grant for 2011-2013 and for an annual operating grant for 2011.

⁹ OTM received from the Open Society Institute (OSI) a total funding of €7,175 (\$10,000) for the period May 2009 to May 2010 and decided to allocate €5,945 in 2010.

¹⁰ OTM received funding worth €15,000 from the French Ministry for Culture and Communication in December 2010 and – in agreement with the Ministry – decided to allocate €1,777 in 2010 and the rest in 2011.

In addition, to diversify its funding in the future, in 2010 OTM sent various funding applications, including to the Flemish Ministry for Culture and the *Calouste Gulbenkian Foundation*.

OTM's Board decided that the organisation will develop a sound long-term funding strategy in 2011, in order to ensure its financial stability for the next three years.

Achievements of OTM in 2010 to consolidate OTM as a European network active in the field of cultural mobility:

- OTM consolidated its structures for an efficient day-to-day management of the organisation.
- OTM adopted a strategic plan for the period 2011-2013 and a logistic framework in order to work properly.
- OTM developed a sound financial basis in 2010 which allowed it to implement fully its work programme and develop and strengthen its network.
- OTM applied for funding across Europe for 2011 and the years 2011-2013 to ensure the financial stability of the organisation.

Conclusion

During 2010 OTM contributed significantly to activities to facilitate, coordinate and improve cultural mobility information provision in Europe and beyond, and defend the voice of mobile artists and culture operators across Europe. OTM also consolidated its daily structural basis and its financial perspectives to develop further as a European network active in the field of cultural mobility.

Thanks to its members, permanent staff and Board members, and also to its funders, OTM was able in 2010 to develop its various activities and set important strategic targets for the coming three years.

OTM network faces many challenges in 2011 and beyond to defend improved conditions for artists and operators to be mobile across and beyond Europe and to support a concept of mobility which is progressive, responsible and sustainable. To achieve these objectives, OTM remains committed – through advocacy, information provision and coordination on mobility information – to continuing to build bridges between culture professionals, culture organisations and policy-makers.