



Report
on the development of the
cultural programme
and implementation of panel
recommendation

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D I 2 0 2 1 G
O C U L T U E
M R E A R T S

Novi Sad 2021
European Capital
of Culture



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This report is produced by 'Novi Sad 2021' Foundation team to provide information about the implementation of the European Capital of Culture project in the city upon the request of the Panel of Independent Experts made in the First Monitoring report in November 2017. The panel has invited 'Novi Sad 2021' Foundation to submit the report containing the following topics and information:

- an updated cultural programme including the planned flagship projects and a related budgetary overview, and
- a document referring to all panel recommendations from both the selection and monitoring reports including plans on how to address them (the team used the numbers of recommendations stated in the respective documents).

Abovementioned requests defined the structure and form of this document, which offers answers to the issued recommendations and proposals.

I Preselection Panel's Recommendations

- *The outline programme was set out under a very general vision; which could apply to all and any ECOC or indeed any city. The panel seeks to see a vision for an ECOC rooted in a city's authenticity set within a European context.*

Recommendations in this stage were aimed at revisiting and developing bidbook, vision and concept of the project. Following those recommendation Novi Sad 2021 team have changed the initial concept and offered new vision under the umbrella of For New Bridges slogan and narrative deeply based on the city history and authenticity. The goal of the project was clearly stated within the metaphor of bridges with the idea of promoting and fostering reconciliation in the region and re(integration) of the city (and country) in European cultural space.

Implementation 100%



ECOC and cultural strategy

- *A city's cultural strategy will normally be wider in scope than the objectives of an ECOC. Bidbooks should indicate more clearly which priorities of the broader cultural strategy the ECOC is seeking to contribute to.*

City cultural strategy (available for reading at the following link: <http://novisad2021.rs/en/strategy/?jez=lat>) lays down 7 main goals and strategic directions for cultural development

Implementation 100%





of the city. Novi Sad 2021 project has been dealing with the three main strategic directions from the cultural strategy, upon the decision of the Board in April 2016. Those priorities are: **1. Participation** – with the main goal of fostering the active role of inhabitants, different stakeholders and cultural scene in the widest sense in consultation, strategic planning, decision making and implementation of the cultural projects; **2. Internationalisation** of the cultural scene in order to foster and encourage new sustainable partnerships with European artists and cultural organisations, support mobility, applications for international funds and co-productions; And **3. Vibrant Cultural heritage** – implementing strategies to promote new ways of interpretation and promotion of the cultural heritage, new ways of participation of the citizens and scene (professionals and organisations) in preservation projects and to suggest new tools, places and projects of the cultural heritage in the city. More information about new legacy plans and objectives.

- *The bid-team is reminded that an approved cultural strategy is a mandatory requirement before the submission of the final bidbook.*

Novi Sad cultural strategy was adopted on 2 September 2016 (Official Gazette of the City of Novi Sad no. 53/2016), as the first strategic document in field of culture after several decades in the city. This process was initiated and finished within the framework of the Novi Sad 2021 project preparations. The document was approved by the City Assembly before the submission of the final bidbook.

On the following the link, you can find Cultural Development Strategy of the City of Novi Sad: <https://skupstina.novisad.rs/wp-content/uploads/2016/12/sl-53-1.pdf>



Evaluation and monitoring

- *The panel expects the final bidbook to offer concrete and prioritised indicators of a successful legacy which will focus the ECOC.*
- *The evaluation section of the bidbook should link directly to the objectives of the city in its bid and to the objectives and legacy of the ECOC programme itself.*

After the official designation, newly-formed Board has become responsible for establishing and the implementation of the legacy strategy. The Board has been closely cooperating with the Evaluation Team regarding this matter. Evaluation team was chosen through open call in transparent procedure. The call was published on the official website of the Foundation: <http://novisad2021.rs/wp-content/uploads/2017/03/Poziv-istra%C5%BEivanja-evaluacija.pdf?jez=lat>.

In April 2017, the strategy of legacy of Novi Sad 2021 was adopted based on the idea of the implementation of sustainable projects that will positively influence cultural, economic and social development of the city. The list of the projects the implementation of which started in 2017 and 2018 can be found in **Annex 1** - Projects that started in 2017 – sent together with this document. Some of the sustainable projects are: **Synergy** – International Minority Languages Theatre, **(Re)connection** – museum of the women cultural heritage in the city, **New Places** - new participatory approach to designing public spaces, **Heritage Walks** - programme for strengthening participative culture tourism and hospitality and **Plans AiR** – first AiR network in our city.



The new legacy of the concept is based on **New 4P's** – People (internationalisation), Processes (participation), Places (participation) and Programme (heritage) aiming to boost new energy in the city transforming mindsets from 20th to 21st century.

The Evaluation Team has implemented new concept in the evaluation plans and have started monitoring the impacts of the realised projects, delivering new sets of the indicators connecting legacy plans to new programme list. Managers of the sectors, however, will be in charge for internal self-evaluation of the programme sectors, publishing annual plan for the next year with indicators of the success and informing the Internal Monitoring Manager who collects the results and presents them to the Board.

- *Consideration should be given to the monitoring arrangements during the ramp-up period, 2016-2020, which can inform management on a timely manner to take action.*



Shortly after the designation, the Evaluation Team has been established under the responsibility of PhD Miroslav Vujčić, professor of tourism and geography on the University on Novi Sad. The team, consisting of experts from various disciplines relevant for the implementation of the ECoC project, started working immediately on monitoring and evaluation arrangements. The Evaluation Team informs the Board about the results and problems in the implementation during the regular meetings and will launch two six-months public reports about the implementation of strategic measures.

European dimension

- *The panel considered the European Dimension to be considerably under-developed at this stage of the bid. There was little of an innovative approach. Many ECoCs now consider tackling awkward parts of their recent history, as seen in an international context.*
- *The panel would wish to see a greater deepening and widening of programmes to ensure a more relevant **European dimension**.*

After the preselection phase, international team members have been appointed to work with International Relations team on development of the EU Dimension concept. The new concept was based on three topics: **the wealth of diversity** with its focus on inter-cultural dialogue; **the culture of dialogue** emphasising reconciliation; and **the art of peace** focusing on new artistic programmes in the region. The extensive communication and project planning with current, former and future ECoC cities has started through projects ECoC Echo, 2021, Old School and New Potentials. The efforts were made to connect local and European artists and cultural organisations and to support cultural cooperation within the Danube region with project DanubiaNS (Floating Divans, Pecs Days in Novi Sad, (Re)connect Conference). Novi Sad 2021 Foundation became a member of different European networks and initiatives and positioned itself as a platform for connecting, and for open dialogue between local and international cultural scene.





- *The bidbook explained the positive aspects of the living together of different communities; it does not take this further as potential model for other European cities.*

After the preselection phase, the Artistic Council (which has finished its work during the candidacy period) started developing projects related to this issue. Projects emphasising the positive aspects of diversity and fostering intercultural cooperation have been planned. The most evident examples are: Reconciliation in Region: Student's Perspective – organising different artistic interventions in the cities (Vukovar, Zagreb, Sarajevo) which suffered severe traumas, Peace and Reconciliation Centre with Croatian ECoC candidate **Osijek** – aimed at bringing closer cultural scenes and inhabitants of those two cities that were on opposites sides during the war back in 1990s and Plus Platform dedicated to intercultural mediation established in 2017 and development of the projects in this platform continues. The work on developing the Chapel of Peace project has started as well as the project Roma Station in co-operation with active NGOs working with Roma. The existing programme team is working on development of new projects offering new models of intercultural cooperation and co-creations for Europe. The platform was transformed to new pillar – Intercultural City after project revision programme in 2018.

- *The panel would also expect to see further collaborations with the ECoCs designated for 2016-2020.*

After the preselection phase – newly formed international team has started six-month process of communication, meetings and visits with representatives of various ECoC and candidate cities including those from 2016-2020 (Rijeka, Timisoara, Wrocław, Plovdiv, Matera, Valetta). This has resulted in the fact that Novi Sad 2021 connected with 30 ECoC cities through new concepts of ECoC cooperation based on 4 new projects. **Old School** (Pécs, Plzeň, Linz, Marseille and etc.) project is dedicated to learning from previous ECoC candidates, **Distance** (Valetta, Aarhus, Plovdiv) project fosters cultural cooperation with the distant ECoC cities with which there are no existing cultural links such as San Sebastian and Valetta, **2021** (Timisoara and Eleusis) which deepens the joint projects and links with two other ECoCs in 2021 and **New potentials** (Sarajevo, Banjaluka and Sankt Pölten) – mainly based on sharing experience with new candidates for ECoC title (especially in the region).



Cultural and artistic content

- *The four stages are outlined with indicative projects. The panel did not discern flagship or leading events which successful ECoCs use to anchor their year, both locally and internationally.*
- *The panel suggest the team re-visit the programme, which is the heart of an ECoC, and look to balance heritage and “looking back” themes with future looking.*
- *The panel will expect to see considerably more detail on the programme and its projects. The two cities should set out their artistic vision, the programme and projects more clearly;*



The preselection report, which stated recommendations above, triggered a completely new vision and artistic approach to the project. The Artistic Council and team have developed the concept **For New Bridges** with the focus on developing new links through arts and culture in the region and new links between locals and Europeans, with the main goal of supporting European integration of Serbia. The new programme (most of which was updated comparing to the preselection phase) was based on 4 programme bridges tackling different topics of special importance for the local, social and economic development of the city. 175 projects were presented in the revised (selection) bidbook. The revised programme presented four flagships and eight clusters of projects selected through the open public call by the Artistic Council. After the appointment of Programme and Artistic Directors in October 2017, the team has started the process of revisiting the programme with the help of international experts from other European Capitals of Culture.

- *The panel recommends a more focussed and detailed approach digital cultural content (not just social media promotions and inter-actions) as integral parts of their programme.*

The efforts to develop digital components of the projects are still in progress. The main issue is finding a proper way to approach local cultural organisations regarding this topic and finding a way to encourage them to use new and innovative methods during the implementation and communication of the cultural events. This component of the programme is being developed with the EUNIC cluster in Serbia as one of the strategic measure planned in the bidbook, especially in partnership with French Institute as part of the strategy for capacity building of the local cultural scene which will be elaborated in the text below. New raising Creative Industries and IT sectors in the city has been consulted, and the plan is to establish Creative Industries and IT Consortium' (June) to help Programme and Artistic Directors with further development of digital cultural content. The Programme Team is considering the possibility to organise an open call next year dedicated to this part of the programme. In addition, newly appointed Programme Director has a strong **background** in information technology sector, and his knowledge will be very useful for the further development of this field.



Outreach

- *The **audience development** programme is expected to be much further developed in the final bidbooks including online and offline measures and channels for all identified target groups.*

Novi Sad 2021 team presented completely new audience development approach in the final bidbook. New approach was based on several main directions: a) Creative work in schools and universities, and education of teachers, pupils and students through bidbook tool Cultural Education Methodological Centre; b) Intercultural mediation through project Intercultural Novi Sad and projects such as Sinergy; c) Inclusion of Roma population through Cultural Station Klisa and programs such as Cultural Capital for All; d) Access to culture for people with disabilities through projects such as Accessible Art, Let's Meet the Cultural Heritage Using All the Senses, Sound Beam, etc; e) Online platform and printed magazine for promoting and communicating cultural life of the city, using a CultTour service; f) Decentralisation of culture through Cultural Stations and Caravan project; g) Art in public spaces (Bring Life to Parks and Music, Outside the Centre, etc.).





- *The panel expects both cities to publish their final bidbooks on their websites both for public accountability and engagement.*

Foundation Novi Sad 2021 has decided to publish all the bidbooks and reports both written by the Foundation and Panel of Independent Experts regarding the project development on the Foundation's official website. Final bidbook could be found on the following link: <http://novisad2021.rs/en/bidbook/>

- *The bidbooks should cover the participation of schools, youth groups, volunteers etc. in the city. The role and contribution of universities (beyond working on evaluation) could usefully be included.*

The projects regarding participation of youth and schools are going to be developed through bid book program Cultural Education Methodological Centre: a methodological hub to support and motivate teachers on developing cultural activities with their students, linked to the programme priorities and with micro grants for activities of the pupils in the classrooms and outdoors. The bid book volunteering program Cultivator has been developed in 2017 through cooperation with OPENS (European Youth Capital project in 2019 organisation), with funding the local 'Novi Sad Voluntary Service' for the first time in history.

In the selection phase, teams have developed projects aimed at developing capacities of young people (Lab for European project making (international non-formal education), Ars Altera Pars (developing entrepreneurial skills of young artists) and NVS (first volunteering service in the city)), supporting mobility and connections with other Europeans (such as Europe XXL, Good for life and others). The new approach to participation of the University in research activities regarding ECoC project and direct participation of students of the Academy of Arts in the implementation of the activities in sense of gaining practical skills is being developed under the responsibility of the Artistic Team has started.



Capacity to deliver

- *The proposed financial forecast gives the panel serious concern. Never before has an ECOC approached an 83% funding share from the private sector.*
- *The total budget is very small for an ECOC which needs to make an impact at European rather than local or national level.*
- *The panel also would seek assurances from the city administration on the subsequent recurrent funding for such a considerable increase in cultural venues.*

The initial financial forecast was completely changed in final stage of the competition after receiving financial guarantees from all levels of public authorities. The proposed budget was €30.1m of which the city will contribute €12.8m, the region €7.5m, the national government €5.3m, the EU (from competitive programmes) €2.8m. The private sector is expected to contribute €1.1m (just under 4%). All political levels issued guarantees for providing funds for implementation of both programme and infrastructural projects. The financial forecast was increased several times, and changed in a sense that most of the funds will be provided from the public sector.





- *The final selection will focus **on the capital projects which directly impact on the programme activities** (e.g. a new cultural centre in a restored building which becomes a focal point for community arts projects contained in the programme).*

Programme Team developed the artistic content which is to be implemented in new infrastructural venues in the city, which were described in the bidbook. The team has developed and presented a set of artistic programmes which are connected to the planned infrastructural venues in the selection bidbook. The comprehensive list of all the capital projects is sent as the **Annex VI** to this document.



Candidates should indicate how their proposed structure is independent of possible party political changes between 2016 and 2021 and enjoys the support of all political parties in the participating municipalities and regions.

During the selection phase, all the political parties have supported the candidacy of the city for the ECoC title. After the official designation, Novi Sad 2021 has been officially declared a project of national importance by the Government of Serbia. At the moment, majority of the parliamentary parties are supporting the project and all public services and authorities are collaborating with Foundation to enable successful delivery of the project.

Management



- *The panel notes the proposed governance structure. It seeks greater clarification on the decision-making levels notably between the Foundation and the Monitoring Board.*

The proposed structure has been changed in selection phase. New concept of the Managing Board (decision making body) and Monitoring Board (which monitors the project and enables political support) has been developed. Managing Board members meet every month to follow the results of the projects, while the Monitoring Board holds session every four months. Infrastructural projects will be handled by competent institutions in the city and the role of the Foundation is to monitor this process, to provide participation of experts and citizens, and to communicate with public.



- *The **General and Artistic/Cultural Directors** play a key role in all ECOCs. The selection, preferably through an open international call, of these posts before the candidates' appearance at the final selection meeting, will be to their advantage.*

The CEO has been appointed by the Organisation Board during the bidding process. Projects from the selection phase were chosen and artistic vision was settled by Artistic Council – collective body consisting of most prominent artists and cultural workers in the city. Artistic and Programme Directors were chosen through an open call in August 2017 and started their work in October.

- *The final bidbooks should clearly indicate how potential **capital investments crucial for the ECOC** (those mentioned in the capacity to deliver criteria above) will be managed.*

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Recommendations

Implementation
60%



Some of the capital investments will be managed by public authorities such as Ballet and Music School with concert halls. For others, (such as Cultural Stations) the 'Novi Sad 2021' Foundation is developing business and management plans to enable efficient work and expected outcomes. Those plans are being developed throughout consultations with the experts from European platforms such as Trans Europe Halls dealing the similar issues. Regarding this topic, the Foundation is in constant communication with the EUNIC cluster in Serbia.

- *The planned staffing arrangements from 2016 to 2021 should be outlined including secondments, interns and volunteers.*

Implementation
50%



The planned staffing plan was sent as a separate annex to the Panel members during the monitoring phase. However, after revising the programme, we have learned that changes in the programme structure influenced the organisational framework, which resulted in a new proposal for organisational structure that will be elaborated below. We expect this to affect the changes in proposed staffing plans as well. The new, revised staffing plan will be finished in October 2018. The Foundation will present the detailed staffing plan for the next monitoring meeting.

II Selection Panel's Recommendations

ECoC and cultural strategy

- *The panel felt that two key elements were underdeveloped: the ECoC legacy to the city beyond place branding and the integration of the cultural strategy with the city's urban development plans.*

Following the recommendation made by the Selection Panel, sharper definition and clear plans for legacy were one of the main tasks and concerns of the Novi Sad 2021 Board for the first year after the designation. The members of the Board and senior staff management initiated a wide and complex consultation process and organised several sessions focused on this specific topic. The first results are adoption of two strategic rules which give a sharper definition of the Novi Sad 2021 legacy plans: **The Rule of 3 Ps** and the **Rule of Precondition**.

The Rule of 4Ps (places, people, processes and programme) answers the question – what will remain after Novi Sad 2021 project to the citizens and cultural scene in our city. This is visible in three new actions which, in our opinion, will contribute to the cultural, social and economic development of the city.

New places

This refers to new cultural infrastructure in the city, which will be built within the framework of the Novi Sad 2021 project and will create new opportunities for: a) Development of the creative industries and independent youth artistic movement with the successful implementation of the Youth Creative Polis project. b) Increasing capacities for the education of young artists after the successful construction of the new music and ballet school building. c) Decentralisation of the cultural content in the city and increasing opportunities for the participation of the citizens, including disadvantaged groups, through four new Cultural Stations located in the city suburbs in newly build or readapted heritage buildings. d) New places for cultural events and gathering of citizens through implementation of the New Places project, which will enable the reconstruction of the public spaces organised and implemented with full participation of citizens.

New people

The legacy plan, in sense of human resources, is to develop critical mass of trained and educated professionals, who will be the main driving force in a cultural scene of Novi Sad, especially after the title year. In the first year of work, the Foundation has been strongly focused on educational programs to raise human capacities in cultural scene of the city. In this regard we started implementation of the most important bidbook projects:

- **Genesis** - education for (young) culture managers, producers, curators and researchers from NGO sector. We started this project with two phases:

- a. Lab for European Project Making. Joint educational program of Novi Sad 2021, Rijeka 2020 (Croatia) and Timisoara 2021 (Romania) for empowering 27 cultural managers and producers in a fields of participation, audience development, production and programming;
- b. International Summer Academy Novi Sad (in 2018 for managing historic urban landscapes - Petrovaradin Fortress and downtown).
- **Out of the Comfort Zone** for long-term capacity building of professionals from public institutions in culture. The project consists of the following programs:
 - a. Audience in Focus – education and public call for public institutions in culture (which is in progress) in relation to audience development;
 - b. EU project making – trainings for fundraising and application development for EU funds, in coproduction with the European Affairs Fund;
 - c. Speed dating partnership building (in cooperation with the EUNIC cluster)
 - d. Partnership building conference 30-30 for making sustainable partnerships. Goal is to gather local and European cultural stakeholders to foster networking and cooperation.
- **Young artists EDU**
 - a. Art workshops – educational trainings and seminars for artists, to build their capacities;
 - b. Mobility program for local artists (Plants AiR, Kizuna, mobility grants etc.).
- **Build up** - capacity building process for employees of the 'Novi Sad 2021' Foundation:
 - a. Job shadowing for the team members in prominent European Capitals of Culture and institutions.
 - b. Trainings and consultations with experts that gained experiences through the process of the implementation of the ECoC projects, regarding the programming and management of the most complex, demanding and sophisticated contemporary cultural and infrastructural projects.

New processes

The European Capital of Culture brought new processes and practices in the city, which have already yielded positive results in different areas. a) The open dialogue and participatory approach during the decision-making processes, through Cultural Forum of City Administration for Culture intended for professionals in culture, and Divan, designed both for professionals and wider population, i.e. citizens; b) Strategic planning and measures based on research and analytical approach (Cultural Development Strategy of the City of Novi Sad is accompanied by action plans, as well as long-term strategic planning of public institutions of culture); c) Artist in Residence programme and mobility grants which will enable systematic support for the mobility of the artists; d) Cultivator i.e. Voluntary Service of Novi Sad – which will enable the efficient organisation and constant offer for volunteers in the city, and help the development of the volunteerism in the city and region; e) Participation of citizens and professionals in the process of urban planning (46 Urban Pockets i.e. New Places). f) Citizens Council and participative budgeting as significant tools in the processes of participative democracy. g) Intersectoral cooperation – needed for the implementation of such a demanding project as European Capital of Culture. In this regard, the Board of the Foundation has already established Council for the development of Youth Creative Polis and Cultural Stations. g) Novi Sad 2021 – ECoC initiated establishment of a body consisting of representatives of various public institutions, city services and administration, for coordination of large-scale projects in the city

(readiness committee); h) Increased level of the international cooperation in field of culture as one of the leading indicators for success of the ECoC year.

Implementation 70%



The programme as one of the four pillars of the legacy will be introduced below.

The Rule of Precondition explains the decision-making process. Namely, all decisions made by team members regarding the programme and projects in artistic, international relations and participation sectors are preconditioned by the clear and sharp answer to the question: What remains after the year of title regarding the projects whose implementation is under the consideration.

- *The responsibility for delivering the cultural and urban strategies is with the city administration which will work alongside the ECoC Company.*

The Cultural Department of the City is in charge for the implementation of the Cultural Strategy and not the 'Novi Sad 2021' Foundation. The stakeholders in charge are therefore members of the Cultural Department. However, the process of the implementation of the Cultural Strategy has started in democratic atmosphere, which is one of the concrete results of the effect of the ECoC title on the Cultural Strategy implementation based on participation of the local cultural scene representatives. City of Novi Sad adopted Strategy for Sustainable development (available at: http://www.novisad.rs/sites/default/files/documents/nacrt_strategije_odrzivog_razvoja_gns.pdf) with the following Action Plan which includes new models and timeline for future implementation of the infrastructural projects planned within the Novi Sad 2021 framework.

Implementation 100%



- *The panel would expect the cultural strategy document (in Serbian) to appear on the city's own website as well as the ECoC bid's site (in English).*

Cultural Strategy of the City was made available for download in both English (<http://novisad2021.rs/en/strategy/?jez=lat>) and Serbian (<http://www.novisad.rs/lat/strategija-kulturnog-razvoja-grad-novog-sada-za-period-2016-2026-godine>) shortly after the adoption.

Implementation 100%



- *The objective of increasing the international partnerships of Novi Sad's cultural institutions after the ECoC year is made a priority objective and represented in the evaluation indicators.*

Based on the Panel recommendations and in line with management decision and evaluation plans – the objective to increase the international partnerships after the ECoC year became a priority objective in evaluation indicators. This was also an alarm for International Relations Department of the Foundation to design strategic measures and projects, some of which have already started in 2017. The decision to implement more than 95% of the projects in cooperation with international partners was strongly supported and reconfirmed by the Board.

Implementation 100%



- *The objective of seeking reconciliation between peoples after the wars of the 1990s is included as a priority objective to guide management and included in the subsequent evaluation. Success in this aspiration could be a strong legacy and guide to others using culture in post-conflict situations.*

The amended evaluation methodology proposed new set of dimensions and indicators which will be measured, and activities and techniques for data collection. All dimensions and indicators are directly connected to the ECoC specific objectives. Within the Intercultural



dialogue dimension – new indicator was introduced for purpose of measuring cooperation and reconciliation among countries formerly at war in the region. The title of indicator is 'Reconciliation through culture' and it will try to grasp and measure sub indicators such as: Number of interactive public debates, activities and events dealing with post-war trauma, social inequalities, issues of national identity and the significance of the European Union as a community of European nations; Number of cultural events and educational programmes promoting tolerance and non-violence in society and everyday life; Number of joint projects on mutual culture; Number of foreign delegations; The level of the mobility (artists, managers, students etc.); Regional media coverage of joint projects. The evaluation team will use qualitative methods as well during and after the events organised in the abovementioned fields and collect data about the impacts which could help monitoring process and ensure the fulfilment of the planned impacts.

- *The ECOC team research the Evaluation post advertised by Hull2017 UK City of Culture as a guide to the Chief Evaluator post. It illustrates the experience and skillsets required. <https://www.hull2017.co.uk/jobs/monitoring-evaluation-officer/>*



The Management of the Foundation has made an extensive research regarding the City of Hull evaluation method and its positive and negative aspects. After this process, the initial thoughts regarding the role and position of the Chief Evaluator were slightly changed. The decision has been made to appoint the Evaluator from the academic field. The Evaluation Manager is in charge for planning and coordination of the evaluation activities. He is managing the international team of the experts in different fields and has experience in working for evaluation of the EU projects in the city.

- *There should be greater coordination and integration of the urban development plans for the city with the legacy aspiration of the ECOC. At the moment the full extent of the longer term legacy of the ECOC is not clear enough.*

The City of Novi Sad established a special Working Group for Cultural Infrastructure in 2017 with the main task to monitor, plan and evaluate infrastructural projects related to Novi Sad 2021. This Group coordinates the process of the adoption of urban planning and technical documentation for the successful implementation of the cultural infrastructure which is part of the Novi Sad 2021 legacy. The list and explanation of the capital investment project is sent as the Annex VI to this document.

In the meantime, Novi Sad 2021 team is preparing the initiative for establishing a cluster of all sustainable cultural projects and infrastructural venues created during the preparation of the project which would be governed after 2021 by the team of experienced managers which would pass extensive educational and practical capacity building programme during the years. This 'Holding', according to the concept, would be managed by the senior staff and Board members of the Novi Sad 2021 project after the year of the implementation of the title. This would enable efficient control of the legacy of the project on the one side, and would secure the implementation of the sustainable and successful projects after 2021. We expect City Administration to discuss the proposal at next Assembly session in June, after which we will inform the Panel about the new updates.



European dimension

- *The panel felt the overall balance of the programme could be significantly improved by strengthening two directions, one of extension and the other of deepening. - The first is to extend the geographic scope of partners. An ECOC operates at a pan European level and gives a city and its cultural operators the opportunity to extend their range of partners.*
- *The programme to be widened to include more partners from further afield, including the fuller Danube region.*

In the first year after the official selection, the Foundation introduced a new EU dimension strategy based on idea of creating sustainable links between local and European cultural stakeholders while tackling some of the existing local problems in cooperation with them. The approach that we have developed is that internationalisation of the scene is a necessity, but also a possible answer for problems and challenges in the local cultural environment. We have started small, as a test phase trying to tackle three local problems.

1. Mobility of artists and cultural workers in the city is in special focus. To tackle this issue, the Foundation initiated the wide mobility grant plan including Kizuna project which offers financial grants for artists and cultural workers to travel and to connect with Japanese cultural scene and issued open calls for mobility grants for local cultural managers. The Foundation also issued open calls for mobility grants for local cultural managers. **2. Artist in Residence** project is the second challenge in special focus. AiR scene in Novi Sad is seriously underdeveloped, which is why the Foundation started Plants AiR service (as a pilot project) as early as 2017. We are developing a concept for a network of organisations which are experienced in working on AiR programmes in the city. **3. New Circus Scene** is a third issue that we have chosen to tackle in 2017. This young artistic scene in our city is still in the developing phase. That is why we have offered series of capacity building programmes for representatives of this scene - The Art of Being a Clown in cooperation with French artist Jean Menigault and local Street Musicians Festival (august/september), and Cirkoneo (november) in cooperation with local organisations Kreativni Pogon and Ludifico in 2017.

The limited geographical scope of European partners is one of the shortcomings noted by the Selection Panel in the selection stage. The situation radically changed after the designation. The ECoC title opened doors for new international partnerships across Europe and beyond. In first six months of 2017, the Foundation became a partner in 10 International (Europe for citizens, IPA, Erasmuss, Creative Europe) cultural projects with more than 50 partners all over the Europe. Through DanubiaNS project, we have developed sustainable network of the partnerships across the Danube Basin. The Danube Region is an enormous opportunity for strengthening cultural cooperation and exchange in Europe. The aim is for Novi Sad to become a cultural hub of the Danube region. The new platform widened the geographical scope of the Region, including most of the cultural centres on the Danube (Pecs, Timisoara, Linz, Rems, St. Polten, Ruse, Vukovar etc.).

The first four projects have been implemented in 2017. The Cultural Days of Pecs – where Pecs artists presented contemporary cultural scene in Novi Sad. Floating Divan I (September) - info session regarding the funding opportunities for culture in the region that are available to local cultural organisations. Floating Divan II (October) – presenting positive practices in the Danube region, the case of the Cultural Holding in Lower Austria (role model for legacy holding concept). The role of women in culture ((Re)connection project) – positive story of the Danube Region (November) tackling important question of women emancipation

in cultural sphere which is linked to this year's main topic of capacity building as well. However, EU dimension strategy as one of the most important segments of our candidacy is constantly developing and Foundation invest new efforts in the internationalisation of the cultural scene which will be elaborated further in the text.

- *Reconciliation is a key European theme and the panel would expect more on the theme and in particular cooperation and engagement extending beyond the former Yugoslavia to include other post conflict areas of Europe. Projects relating to the former Yugoslavia to be reviewed with an emphasis on looking forward and not to revisit or memorialise the past.*

Projects within the Bid Book dealing with the theme of reconciliation are mainly in the domain of performing arts. Currently, the oldest national theatre in Serbia - the Serbian National Theatre, together with the festival of national drama 'Sterijino Pozorje' and 'Novi Sad 2021' Foundation are developing the bid book project '**One Bridge, One Dream**', a large cross-border cooperation with the Croatian National Theatre from Osijek (Croatia) on the topic of the reconciliation.

The topic of reconciliation has been dealt during the first year within the planned activities by focusing on three key points: **Solving conflict between communities**: through projects like Peace Chapel, Let's Bridge the Barriers, and Imagine Europe. The goal of these projects is to increase the number of resolved public conflicts through peaceful solutions, and to decrease the reported acts of violence and xenophobia in schools. **Reconciliation between the city and independent art scene and reconciliation in the region**: through the Cultural Forum and Action Plan for the Strategy for Cultural Development in the city, as well as through projects like 'Reconciliation in the Region – Students' Perspective' and AiR program with Albanian organisation Art Kontakt. The programme team has dedicated special attention to the matter of the reconciliation during revision of the programme. Criteria for new open public calls for projects will encourage reconciliation projects with more inward-looking approach. The new call will be published by the end of the year. One of the newly appointed curators will be in charge for the implementation of the reconciliation projects.



- *There are three European Capitals of Culture in 2021. The panel recommends an enhanced (i.e. more than currently planned) programme of interaction and cooperation between them (Timișoara, Novi Sad and Elefsina). Rijeka2020 should also be engaged in this ECOC partnership.*

The special attention after the official designation was dedicated to cooperation with two ECoCs in 2021 from Greece and Romania and cooperation with Rijeka, ECoC in 2020.

The first successful project initiated by three ECoCs in 2021 is **Lab for European Project Making**, an international capacity building project which started in 2017 with the aim to educate 30 new emerging cultural managers in six ECoC's in 18-month-long process.

Cooperation with Timisoara, Rijeka and Eleusis will be enhanced in the future period, bearing in mind that now all artistic teams have been appointed. Artistic projects mentioned in our bidbook will be a solid initial spark for the cooperation. The Novi Sad 2021 Foundation have started a wide initiative with the aim to encourage closer cooperation and interaction between above-mentioned projects, proposing several ideas: **Regular quarterly meetings** of Artistic Directors and teams, which will be held in a different city every time; developing **joint platforms** for information sharing between cities and between cities and audience. **Coordination** regarding the organisation of the international events (how to avoid overlapping?); **CultBus** – The distance between cities allows travelling by bus. This opportunity will be used to connect artists and cultural workers from mentioned cities.

Volunteer experiences with other past and future ECoC's have been exchanged by



taking an active part of the renewed ECoC volunteer coordinators network. This includes cooperation between ECoC volunteering teams in Rijeka and Timisoara, but also Aarhus, Leeuwarden and other. This is especially important bearing in mind that volunteering service in being implemented for the first time in the city.

The enormous potential of cooperation with Timisoara is in special focus. The existing cultural links between two cities will be boosted throughout the preparation years. The initiative was made to establish **Cultural Bus Line** – daily bus line with buses branded in two ECoC projects; to create **joint ECoC touristic** strategy by touristic offices in both cities; to boost cooperation in **communication** field and to organise joint platforms for providing programme information, to ensure **info points** regarding the other project in both cities inviting tourists to visit other city as well and offer **discounts** opportunities for ticket purchasing.

- *One of the features of reconciliation is co-operation with cultural operators in Osijek. This Novi Sad link was a strong feature of Osijek's bid for the ECOC title in Croatia and the panel expects a more significant development of this link.*

The cooperation with Croatian city Osijek, became one of the most important messages of reconciliation in our project. Two cities, both ECoC candidates, were in direct clash during the war in 1990s. The ECoC project reconnected them and opened a door of cultural cooperation and new connections. Not only will we implement joint projects from our Bidbook, but we already started the negotiations to jointly implement several projects from Osijek 2020 application form especially insisting on: a. **Cyber Museum** – interactive internet platform of industrial heritage of the region (Osijek, Rijeka, Timisoara and Novi Sad) b. **Peace and Reconciliation Centre** - a database about the reconciliation and peaceful integration process in the region which could be offered as a model to other ECoCs. and c. **Tamburitza Street Battle** promoting traditional instrument tamburitza on the streets on both cities and d. **Bridge – One Memory, One Dream** – regional drama text competition and great coproduction on a topic of Serbo-Croatian relations in the 20th century (Osijek and Novi Sad).



- *The Board and staff ensure that there is recognition that the ECOC is a European Union programme. This goes beyond the use of the EU logo in all its marketing and (on and offline) and external communications (where the logo should be prima inter pares of other corporate logos). This will include an emphasis on Europe Days, on inviting speakers at conferences and seminars on EU issues etc.*

The EU logo of the European Capitals of Culture and the fact that this is an EU initiative is present in all communication material of the Novi Sad 2021 project. During the year, Foundation has organised several international events and invited speakers from all around Europe, representatives of EU delegation in Serbia and developed closed links with the EU-NIC cluster in Serbia. Plans for future actions include:

- Organising events to mark important **European days**. Last year we have started by organising ECoC conference on 9 May, which was the most successful PR event of 2017. Same date will be used for the opening of the international conference dealing with the topic of the sustainability of independent cultural centres being prepared for this year.
- Inviting **EU officials** for the opening ceremonies of the launched projects in a field of cultural heritage in cooperation with EU Commission and Europa Nostra Foundation.
- Contributing to the Pan-European action regarding the **European Year of Cultural Heritage** applying projects for the base of the cultural heritage activities celebrating the year in 2018 to increase the visibility.



- Organising a project of the **EU Cultural Heritage Stories** in cultural institutions emphasising the link of the cultural heritage sites in all Europe.
- **Ensuring the visibility of the ECoC logo** and visibility of the project as the EU actions as it was done up until now: a) during all the organised events, press conferences and public actions; b) on all the production and postproduction video materials c) on all brochures, invitations, booklets and other printed materials and d) putting visible marks on all the infrastructural projects initiated in this initiative.

Cultural and artistic content

- *The programme to be revisited. This is standard practice in ECoCs after selection; the approach taken by Leeuwarden2018 is a good example to adopt.*
- *During this revision the project costings are reviewed; this should resolve the current discrepancy between the financial costings and the programme proportion.*
- *The tiered structure may have been of benefit in the initial design of the programme but the panel feels it needs simplification in order to both focus project selection and in subsequent public awareness and understanding.*

After the official start of the work of the Artistic and Programme Directors in October 2017, the process of revising the programme has started. The current state and list of the revisited programme can be found in the Annex II - Programme state of play. The first activities made in sense of revisiting programme were aimed at a. Providing all the necessary information to the new team members regarding the concept, visions and projects from the final bidbook; b. Integrating Artistic and Programme Directors in the team; c. Revisiting all the projects from the bidbook and initiation of negotiations; d. Discussing the costs and financial plans; e. Organising trainings and job shadowing with European experts from other ECoCs which were already engaged with the programme revision; f. Working on programme restructuring and simplification. We have asked for special three days job shadowing event in Leeuwarden to analyse in practice the approach of the LW 2018 team and learn from the best practice. We expect this visit to happen in June 2018.

All the mentioned activities have resulted in the new simplified and clearer, more focused structure of the programme connected to the slogan and narrative of the project. New structure will be elaborated in detail in the programming sections.

The financial forecasts were also revisited, and the first financial projections could be found in the **Annex IV** New Programme Funding plan – with the reallocation of the existing financial funds.



- *Consideration is given to amend the slogan “For New Bridges” into a more dynamic and forward-looking version.*



The Foundation is still working on the implementation of this recommendation. Our teams are analysing the slogan acceptance among the inhabitants and local scene and collecting different opinions to investigate if it expresses the authenticity of the city. After this, the

decision will be made by Senior Staff management if the slogan will be amended. For now – reactions, acceptance and understanding of its meaning in the city are positive.

- *The panel felt that the projects engaging with the special target groups, migrants, Roma, disabled, neighbourhoods, tended to bring culture in parallel to the main thrusts of the programme; the progressive direction is for integration into the mainstream.*

The abovementioned was not the intention of the initial Artistic Council from the bidding phase. They indeed tended to develop artistic projects to foster integration of the mentioned groups in the cultural life of the city. However new programme team has decided after revisiting the programme to continue the development of the chosen projects to promote integration of the projects and pillars in a better-connected entirety and to enable and foster inclusion of the abovementioned special target groups in a local cultural scene through the new pillar of the Hope Bridge - Access to Culture. New curator for this field will be chosen in open call in June 2018.

Implementation 85%



- *The panel would have expected a firmer business analysis of the market led opportunities for the creative industries together with a listing of probable partners. The panel noted the use of digital tools in some of the heritage themed projects but overall was disappointed with the degree of innovative projects (not just those involving digital technology).*
- *The plans for the development of the creative industries need greater participation, not just communication, from the private sector, the university (beyond the Academy of Arts) and public institutions and the economic development department of the city administration.*

Novi Sad 2021 evaluation team has started the process of mapping the creative industries in the city and wide consultations and research to mark key stakeholders in this field as baseline study. First results have shown solid starting point for the development of the projects in a field of creative industries. The first contacts were made with creative industry and IT sectors (with companies such as: DMS, RT-RK, Eipix, Trilateral, Execom, Dunav.net, Navigator, etc.; and with University of Novi Sad, University of Belgrade, Singidunum University, etc.), which is rapidly developing in the city. Being fully aware of the lack of digitally innovative projects, Programme Director (with the background in creative industries and IT) plans to establish Creative Industries and IT Consortium, which will gather most important stakeholders in the creative industries and IT fields in the city that will help in planning and implementing innovative digital cultural content. We are also in process of negotiations with institutions for science and art in order to prepare projects that connect these two fields (such as: Le Mans Université (LMAC), Denorms project, Faculty of Technical Sciences in Novi Sad - Sonic Crystals project; University of Belgrade - Quantum Music; Museum of Science and Technology in Belgrade - The History of Techno Culture in Serbia; Singidunum University - x-ray. C-T and MRI scans art, etc.). The new specific call for this field to be opened in 2019 is considered. An extensive capacity building plan is in the preparation in cooperation with Creative Industries Association of Serbia. The team is working closely with the Economic Department of the City which has already adopted Creative Industries Strategy. The Chairperson of the Novi Sad 2021 Managing Board is a member of the National Council of the Creative industries.

Implementation 51%



- *The flagship projects to be revisited to give them a larger public and international focus and attraction. The Peace Chapel concept to develop beyond a small diplomatic event into a forward looking and more public event with international partners on the same theme of post conflict reconciliation in a European and global arena.*



After the programme revision – the first results have shown changes in the structure of the flagships. Programme team has decided to change initially chosen flagships and introduce eight new ones that are the best examples of the topics they are tackling, most visible and have the biggest potential to attract European audience from the entire bidbook at this moment. The new structure will be presented below. The Peace Chapel project is under revision. The first ideas move in the direction of organising reconciliation projects together with Osijek, exhibiting documents and materials witnessing the reconciliation process as a possible model for other cities (and countries) in a conflict.

Financial projections

- *The panel had a serious concern about the balance of the programme based on the project costings in the bidbook. These accounted for around €20m of the planned €22.6m programme expenditure but represented only 30% of the programme. Many of the projects had rather high budgets attached to them.*
- *The bidbook noted future calls, without setting out the scope or criteria. The panel also has a concern about the phasing of the expenditure. It is usual for ECOCs to undertake activity in the ramp years leading to the ECOC year itself but the amounts planned in 2017-19 appear high and did not seem to match the proposed programme projects which were limited in their multi-year format.*
- *The panel felt the overall budget was adequate with the proviso about the programme spend raised above in the artistic programme section. The panel felt the plans for private sector funding could be revisited.*

The financial projections in the bidbook were revised by the Programme Director with his team and Head of Strategy and Operations with her team. First findings showed that financials forecasts from the bidbook were unrealistic and were made based on the assumption of the costs which were unfounded. The new projections are founded on current project and funding state and plans for future include new projects, which will be chosen in the following period. The new financial forecast is presented in the **Annex IV** New Programme Funding Plan (Table 1). It demands reallocation of the finances during the ramp period aiming at increasing the budget for 2020 and 2021 and decreasing budget for the ramp period. The main principle for the financial support for the projects will be co-financing.

One of the challenges will be to ensure the funds from the EU calls as Serbia is still a candidate country for the EU and has limited accessibility to the certain funds. The Foundation is in communication with the EU delegation regarding the application for the EU infrastructural calls and expects further development of the cooperation. Within this cooperation, the Foundation has created catalogue of the capital investments (Annex VI) to secure financial construction of the project. The team is also working on EU fundraising strategy which will be elaborated below.

The analysis of the approved and projected budget for operating costs has shown that there are no changes in the budget regarding the incomes coming from public sector for the first year. All the projected amounts were transferred to the Foundation for 2017 but we faced delays of the financial transactions from the regional level.

Regarding the incomes from private sector, we corrected the mistake made in the bidbook. Namely, in the original allocation of funds, 'EU' sources and 'other' sources of income



were considered mistakenly as private. In the new calculation, we put them correctly as public source of income (Tables 2 and 3 in Annex IV). The first contract with private sponsor was signed in November 2017, the value of which is 50.000 euros. This amount will be transferred in 2018. Furthermore, the first ticket incomes were received in the beginning of 2018 in the total amount of 26.000 euros as the result of the New Year's programme celebrations, which are part of the capacity building for the implementation of the opening and closing ceremonies. The team for private fundraising was formed and first draft of fundraising strategy from private sector has been issued.

Capacity to deliver

- *The panel noted several references to capacity building in the cultural and administrative sectors. Given the opening statements of the current state of cultural management in the bidbook the panel felt that capacity building needed an even stronger place in the ECOC. The approach of training the management team was sound but the panel considers that a report back on that training may be insufficient for a sustainable legacy change.*

The capacity building program is one of the cornerstones of the Novi Sad 2021 project and part of the legacy plans. Day by day, the Foundation is developing new capacity building projects to foster development of the local scene which will enable successful delivery of the project. Based on the Panel's recommendations, the team has widened the scope of the capacity building activities which will be in focus during the ramp period. The aim of these activities is to develop human resources and skills as part of sustainable legacy. Current projects (some of which are already being implemented) involve:

a. Knowledge exchange and job shadowing with other ECoCs, through Build up educational service; b. Mobility grants for study visits and job shadowing in other European cities for artists and cultural workers; c. Mentoring programs and consultancy with renowned platforms of cultural experts throughout the Europe (such as LOCOP and Trans Europe Halls); d. Strategically empowering cultural scene, both in programming and managerial sense in cooperation with European networks, such as the EUNIC cluster Serbia e. Non-formal education in the field of cultural management (Genesis: Lab for European Project Making and Summer Academy for Cultural Heritage), EU cultural policies and fundraising (Imagine Europe); f. Out of Comfort Zone, educational trainings intended to managers and producers of public cultural institutions (Audience in Focus, Partnership Building, EU project making from Novi Sad); g. Language and communication courses for representatives and workers of public institutions and transport companies. g. Hospitality programs and internships (Heritage Walks program for strengthening participative culture tourism and hospitality). h Taking active part in renewed network of ECoC volunteer project coordinators to successfully implement Cultivator project.



- *There is clarity that the city administration is responsible for the management and delivery of the capital projects. The ECOC needs to be up-to-date on the progress and have alternative plans if the projects fall behind schedule.*

For the purposes of implementing infrastructure projects defined by the bidbook, Mr Miloš Vučević, the Mayor of Novi Sad, formed the Working Group for large infrastructure projects within the Novi Sad 2021 project on 3 January 2017. This means that capital projects will be monitored by the body that was founded by the City Council, while Mr Darko Polić, Novi Sad 2021 Managing Board member, is the Chairperson of the Working Group. This enables

constant connection between the Working Group and Novi Sad 2021 team and enables our team to monitor the proper implementation of the project according to deadlines. The Foundation oversees communication of the Youth Creative Polis project to the public.

Outreach

- *The panel noted during the presentation that the main consultation with citizens had been in seeking their views on the proposals. The panel would expect greater involvement by them in the co-design and objectives of the bid.*
- *The panel also noted the impact that the Mobile Roma Embassy and the 46 Urban Neighbourhoods could have. The partners could usefully come from a wider range of countries including Galway2020.*

The first year was dedicated to the creation of detailed plans for direct involvement of the local population and civil society in the preparations of Novi Sad 2021 projects. In that sense, the Participation Strategy has been drafted by involving international experts in the field with extensive experience in EcoCs participatory projects. The developed strategy is focusing on these 6 main objectives:

- 1) To create and develop art community centres and (re)activate neighbourhoods by implementing Culture Station program;
- 2) To revive communities around topics such as public spaces and heritage, and increase their participation level in the city;
- 3) To involve communities that are disadvantaged or socially excluded in the programs and projects;
- 4) To develop shared strategy with OPENS (European Youth Capital) and deliver common projects involving young people such as Youth Creative Polis and Novi Sad Volunteer Service;
- 5) To connect cultures through culture events that will promote cultural diversity of Novi Sad and Europe;
- 6) To strategically support audience development of cultural institutions and organisations.

The main projects started and developed in 2017 are:

Target group	Project title	Concrete steps done so far and planned for 2018
Youth Elderly Workers	Cultivator i.e. Novi Sad Volunteer Service	- Created shared strategy with OPENS (European Youth Capital - Novi Sad 2019); - Platform has been published: www.nvs.rs/ - Laying foundation for creation of Novi Sad Voluntary Service through cooperation with the OPENS organisation and Novi Sad 2021 Foundation. - Manual for volunteering
Minority groups (IDPs and Roma)	Cultural station 2 (Kli-sa)	- Coordination with local communities and other stakeholders; - Meeting and cooperation with Roma Organisations (planning Satellite in Roma settlements Veliki Rit) - Community mapping (interviews, questionnaires, and focus groups) - Planning the future Community Centre; - Community art activities
	Roma Mobile Embassy	- Communicating with key stakeholders and negotiating with newly opened European Roma cultural centre in Berlin

Citizens from sub-urbs	Local communities (Satellites) - Redesigning democracy	- Creative SOS - mobile consultancy team - Citizens Council in 2021 - Research and mapping the needs of local communities. - General meeting with representatives of local communities
	Project 46 New Places i.e. New Places	- Developed methodology for several models of participation. 1. Guided participation - Prepared publication on public spaces. - Developed partnership with city services and NGOs. sdas - Conducting interviews with citizens. - Conducting focus groups with stakeholders. - Published architectural and urbanistic open call for solutions. - Defined members of the jury for proposed architectural solutions. 2. Full participation - Microgranting call for public spaces intended to citizens and organisations
	Heritage walks	- The new coordinator for heritage walks has been selected and developed heritage community around Almaš area - Strategic planning and Microgranting open call for creation of walks in neighbourhoods in 2018.
People with Disabilities	Sound Beam	- Approved application for funding through European funds (IPA CBC HU SRB) and first activities within the implementation.
	Accessible Art	- Open call for public institution in their partners in private sector in culture for accessible in art and universal design will be launched in April 2018.
	Let's Meet Cultural Heritage Using All Senses	- Accessible venues for culture open call - Programs adapted for people with disabilities
Elderly people	European Family Photo Album	- Preparation of the strategy for implementation.
Art and culture Professionals	Divan – open discussion platform	Concept of open dialogue in public space inviting wide population of citizens, civil society representatives and experts to discuss and share their opinion regarding the Novi Sad 2021 projects and programmes. First Divans were dedicated to the creation of strategy for further development of the Youth Creative Polis, the largest infrastructural project and New Places project.

- *The panel noted the city's bid for European Youth capital and that Novi Sad was currently one of the finalists. The ECOC team intended to learn from the bid and to co-operate assuming its success.*
- *The panel would expect a greater engagement of the 50,000 university students (and indeed of the universities themselves) in the programme.*

In a meantime Novi Sad has won the title of European Youth Capital. The network of more than 50 different youth organisation in the city formed a platform which governs the pro-



cess and organises cultural and artistic, social and educational activities dedicated to youth. Most of the projects dedicated to youth and including universities will be implemented in cooperation and coproduction between two projects. Bearing in mind that one of the pillars of the candidacy is dedicated to youth, senior staff management has decided to continue the activities within the EYC platform even after the 2019 within the framework of Novi Sad 2021 and in cooperation with partner organisation from youth sector. This will open doors for further development of the projects engaging students in the city.

Management



- *The panel note the intention to create a limited liability company to manage the ECOC.*

During the preparation process, all parties (the team and City Administration) have realised that the first plan to establish limited liability company was not the best solution. This is the reason why organisation is established in a form of foundation, as local law provides opportunity for more efficient work and tax exemptions for this form. The Foundation was officially established on 3 January 2017.



- *The panel has concerns over the role of the Deputy CEO. Infrastructure projects are almost always managed by the city authorities (who also control the financial aspects) and not by the ECOC. Managing an ECOC is a major task, as is managing capital projects and the two should to be kept separate.*

According to the Panel Recommendations, **Deputy CEO** role has changed. Deputy CEO is completely dedicated to the strategic and business planning of the Foundation and became the Head of the Strategy and Operations Department. City Administration is managing the infrastructural projects. The list of the planned projects and financial framework could be found in Annex VI of the document.



- *The Artistic Director is recruited through an international open call and preferably should not come from the current artistic council formed for the bid process. The successful candidate needs proven experience in international cultural management.*

Artistic Director has been chosen through an open international call (<http://novisad2021.rs/en/hiring-artistic-director/>) in August 2017 and started working in October. The chosen director is an artist and experienced manager with relevant international experience. He was not part of the Artistic Council.



- *The panel recommends the ministry is invited to have a full representative on the Supervisory Board and not with the advisory status on the Honorary Committee put forward in the bidbook.*

The Monitoring Board (highest in rank) was formed in 2017. It consists of the representatives of local, regional and national ministries of culture. The main aim of the body is to coordinate constant and stable political and financial support to the project. Representative of the

Ministry for Culture (deputy) is a member of this Board with right to vote and to contribute to the work of the Foundation. The Foundation has regular meetings with representatives of the Ministry for culture, approx. every three months and team members are in constant communication.

- *The Supervisory Board to be fully operational with its Board members appointed. Care should be taken that no member has a vested interest in the operations or projects of the programme.*
- *The relationship between the Supervisory Board and staff of the company to be defined and made public.*
- *The Supervisory Board members need to understand their role as strategic and not executive or day to day management which is the task of the Executive Director. The Board holds the CEO and staff accountable at their quarterly meetings. Board members have roles as facilitators and ambassadors.*
- *Supervisory Board members have a special responsibility to focus on the legacy objectives.*
- *The new Supervisory Board should re-affirm the appointment of the Executive Director.*

The City Assembly has elected Mr Nemanja Milenković as the CEO of the Foundation, and has elected Managing Board members, experts in different fields of importance for the project. Board members became fully operative and started working in January 2017. The Board is responsible: for adopting strategic measures and acts of the Foundation, monitoring the process of the implementation of the projects, developing and monitoring legacy plans, (re)confirming the election of the senior staff members. The special care was given to the fact that Board members are not in conflict of interest. The Board reconfirmed the selection of the Chief Executive Officer and gave him full support and power for day-to-day management of the ECoC process.

Implementation 100%



- *The Company adopt a policy of transparency in its workings. Minutes of meetings should be made public including a periodic report on expenditure (in addition to the annual accounts, see below).*

The Foundation functions on principles of transparency, operating according to set of measures and rules that will enable transparency of work and financial operations of the Foundation in line with Serbian legislation and European practices. Some of these measures and rules are: I The Foundation informs the public regarding its work, projects and most important issues on regular basis through web platforms, social networks and PR conferences and public events. II The Foundation issues annual report of the work and annual financial report every year. Those reports are under the monitoring procedure of: a. Monitoring Board b. City Department for Culture c. City Assembly and d. Public (as being published and available for usage). III The Foundation launches Public Procurement plans and all the information regarding the calls and procedures are available on the Foundation website. IV the Foundation appointed external organisation to conduct annual audits and to approve Annual account of the Foundation as a part of annual procedures.

Implementation 95%



- *The Honorary Committee is formed with its members made aware that their role is advisory and not executive; they may not challenge decisions made by the Supervisory Board or staff.*

Implementation 70%



The Honorary Committee will be established in October 2018 marking the anniver-



sary of the official designation. This advisory body will consist of representatives of the decision-making bodies, diplomats, representatives of Chamber of Commerce and the most successful companies in the country. The main aim of the body is to ensure political and financial support from public and private sector and will hold meetings annually. The Council of Citizens is being established in a participative process. This participative body will ensure that Vox Populi could be heard in the second half of 2018. The main role of the body is advisory and participative body of the Board. None of those bodies have executive power nor can challenge decisions made by senior staff or Board.

- *An external organisation is appointed to undertake annual audits and to approve the Annual Accounts of the Association.*
- *Arrangements are made for the publication of the Annual Accounts and the Annual Report to ensure transparency and public accountability. The Commission and monitoring panel should receive copies of these public documents on publication.*

The Foundation issues annual report on the work and annual financial report as a public document. Those reports are under the monitoring procedure of: a. Board b. City Department for Culture c. City Assembly and d. Public (as being published and available for usage). The Foundation also publishes Public Procurement plans, and all the information regarding the calls and procedures are available on the Foundation website. Furthermore, the Foundation has appointed external organisation to conduct annual audits and to approve annual account of the Foundation as part of annual procedures. The name of the organisation is Kapital Revizija and it is chosen through a public procurement procedure (<http://www.kapitalrevizija.com/>).



- *Internal management and administrative processes are in place. These will include human resources, legal (e.g. project contract arrangements), data privacy, intellectual property rights, the criteria and systems for calls for projects, the marketing and branding strategy. It is important that these are prepared early in the transition period as systems used in the bid process are unlikely to be robust enough for implementation.*

Strategy and Operation department consists of a Law officer, Head of financial department, Administrative officer, Monitoring manager and Public procurement and reports officer, Executive officer and Interns manager. This team was in charge for the creation of the legal structure, processes and procedures. This challenging process, one of the most important for every ECoC, is still under the development. Several very important legal acts have been adopted, and they are the pillars of the legal framework of the Foundation:

Statute of the Foundation – the general legal act of the Foundation consisting of the rules about the internal organisation and decision-making process, rules of procedure and defining relations between Board and CEO and different boards of the Company.

Rules of Procedure – establishing detailed system of rules for the work of Foundation bodies and senior staff management and decision-making process including following internal regulations: a. for accountant and internal policies; b. public procurement plan; c. procedures regarding official visits; d. regulations about working plans and representations, and annual working plan with financial plan.

Data privacy protection strategy – setting out rules enabling the protection of the personal information available to the Foundation during the period of ECoC project implementation. The main rules of the strategy are that personal data could be used only by the approval of the right holder and only for the purposes explicitly mentioned in the call.



Logo and name protection strategy – Describing the rules and procedures for the usage of the Novi Sad 2021 logo and name for third parties and developing the plan for protection of the trademark.

Model of contracts and calls – Creation of the basis of contracts and decision models to foster the efficiency work of the administration.

- *The panel draws the ECOC's attention to the external evaluation of the 2014 ECOCs (on the European Commission's website) and in particular the importance of an early direct control of marketing and communication by the ECOC association. There should be clarity on the roles of the city tourism office and that of the ECOC marketing department.*

The external communication strategy consists of different measures that aim to increase the visibility of the project and ECoC brand in country, region and throughout Europe.

Some of them are:

- Artistic Director will monitor the marketing and design actions of the project in order to ensure quality of the artistic presentation of the project.
- The Communication and Marketing manager will be appointed in second half of 2018 based on open call.
- Constant communication with wide public and media through **Divan Service** as the concept of a new dialogues with citizens and stakeholders.
- Free Cult:Tour magazine informing about Novi Sad 2021 project and other cultural activities.
- **Permanent representatives** of the project in different EU countries in charge for PR and attracting EU audience.
- Establishing **network of the ECoC media** in the region (Rijeka 2020, Timisoara 2021, Osijek 2020, Pecs 2010, Novi Sad 2021) to disseminate information regarding cultural programmes highlights through those websites and social networks.
- **Joint strategy** of PR and Tourism with Timisoara and Rijeka – attracting visitors in the region.
- **Street promotion** of the events, cultural events in public spaces, joint (interactive) PR projects with citizens (FB stories and status, free tickets challenges, Instagram stories and hashtags, etc).
- **Wide public promotional actions** in all countries of the region (Croatia, Montenegro, FYR of Macedonia, Bosnia and Herzegovina, Slovenia) and eight other targeted countries (for the first year) which includes use of the billboards, city lights, promotion in local media, cooperation with local TV stations and newspapers.
- **Online promotion** using tools such as Google, YouTube and social networks.
- All the important information regarding the projects and programmes will be published on **Wikipedia** leaving at the same time a solid documentation basis for the future.
- **Press trips** – hosting European journalists working for the most prominent media in Europe in a field of culture for two-days presentation of the project providing them the information of the programme Novi Sad 2021 in order to attract European audience.
- Organising events to mark important **European days**. In 2017, we started by organising ECoC conference for the 9 May which was the most successful PR event of 2017.



- Inviting **EU officials** for the opening ceremonies of the launched projects in a field of cultural heritage in cooperation with EU Commission and Europa nostra Foundation.
- Contributing to the Pan-European action regarding the **European Year of Cultural Heritage** applying projects based of the cultural heritage activities celebrating the year in 2018 to increase the visibility.
- **Ensuring the visibility of the ECoC logo** and visibility of the project as the EU actions as it was done up until now: a) during all the organised events, press conferences and public actions; b) on all the production and postproduction video materials c) on all brochures, invitations, booklets and other printed materials and d) putting visible marks on all the infrastructural projects initiated in this initiative.

At the same time, communication team is working on new communication strategy based on the revisited programme. This is the reason why communication team was involved in the process of programme restructuring as well.

- *An internal communications strategy is developed and implemented. This covers communications within the association, between the association and the city administration, between the association and the ministry and between the association and the European Commission.*

Head of Strategic and Operations department (Ex Deputy CEO) coordinates the communication with public authorities. Communication with the **City Administration** is on everyday basis in different forms – Monitoring Board where City Administration officers are present; Regular meetings with representatives of the City Administration regarding coordination of the activities; Working group for infrastructure where our Board member is presiding. Communication with the **National Ministry for Culture** also goes through Monitoring Board, where representatives of the Ministry are permanent members. Communication with the **European Commission** is under the responsibility of the Manager for International Relations.

The internal communication is based on a system that we named '**Remote Control**'. This system consists of three phases: **1. Initial phase** – Information coming from different sources to the Foundation (citizens, team members, organisations, through open calls). **Button: POWER** **2. Second phase** – project classification (internal, external, from bidbook, participative, international etc.) **Button: STOP** and **Third phase – executive pyramid** – This phase starts with (A) **developing phase** answering questions **WHY** proposed project should be implemented, **WHAT** is the content of this project and **WHO** is the project manager. This is being decided by the Artistic Director and his team. After this the (B) executive phase starts. This phase answers the question **WHEN, WHERE and HOW** proposed project will be implemented. This phase is being realised under the monitoring of the project managers (managers of the departments) who are responsible for the further development of the project. **Button: PLAY**. Team management is working permanently on improving communication between different sectors and teams and on foster better connections among them.



- *A detailed staffing plan up to and including 2021 including the use of interns, secondees and volunteers.*

Detailed staffing plan prepared for Monitoring panel was sent as an annex. However, we have learned after revisiting the programme that preliminary staffing plan will significantly change based on the new organisational structure and revisited programme structure in order to answer in the best and most efficient way the needs of the programme implementation. The new, revised staffing plan will be finished in October 2018. The Foundation will present the detailed staffing plan at the next monitoring meeting.



III First Monitoring Report

ECoC and cultural strategy

- *It was also said that the evaluation team included the University of Novi Sad – an important step forward as local university are important pillars for many ECoC evaluation and monitoring teams. In the panel's view, it must however be ensured that ECoC evaluation standards are carefully reflected and that data collection activities are realised in a comprehensive archiving system starting already in the first ramp up years.*

Evaluation manager and his team are professors and researches in different fields connected to the project such as sociology, tourism, economy, cultural management and others, with experience of working in European projects of large scale. In the preparation phase of their work, they have issued an extensive research of the recent evaluation process in the ECoC cities and are in contact with private agencies and teams that were involved in this process. They have already established strong links and cooperation with the professional networks and universities around the Europe to exchange best practices and enable continuous development of the standards of evaluation and quality of the researches. The evaluation team has already started research and collecting data needed for the successful implementation of the planned activities. SharePoint system which collects data and enables their accessibility to widest range of employees will be very important part of the future work and already has shown reasonable results.

Implementation 70%



- *The panel recommends that Novi Sad equally addresses all strategic objectives for a sustainable cultural development of the city including cultural, social, economic and urban development impacts.*

The main goal of the Novi Sad 2021 project is to boost transformation from 20th to 21st century and to contribute to general social, economic cultural and urban development of the city. This is the reason why for the Foundation there is no doubt that we will equally address all the above-mentioned impacts and we would like to underline that they are already part of the evaluation planning process.

Implementation 80%



Cultural and artistic content

Implementation 100%



- *The panel emphasises that the programming process for Novi Sad 2021 must be based on the original bid book and have a clear focus and artistic vision and related strong messages for internal and external communication.*

Newly appointed Programme and Artistic Directors have been informed before they entered the team that programme vision of the project has been already set in the original bid book. The first months of their work was dedicated to introduction of the concept and Novi Sad 2021 vision and integrating them in the team. After this, the process of the programme revising started, which helped the team to develop new structure based on the projects from bid book and simplified messages to explain the programme which will be elaborated below.

Implementation 100%



- *The programme director mentioned festival business as an example of a possible direction for the programme development; according to the panel, such a new focus bears the risk of a too event-oriented approach harming potentially the artistic and cultural quality and integrity of the overall programme.*

During the monitoring meeting in Brussels, Programme Director mentioned festivals as one of the strengths of the city cultural offer and one of the direction for the programme development in the future. After the Panel's recommendation the Programming team would like to underline that the focus of the project Novi Sad 2021 will be solely on cultural and artistic projects and their quality, and on promoting innovative methods in the city in line with the legacy plan – new people, places, processes and programme. The mentioned capacity building, mobility, international and educational projects (which are visible in the Annexes sent), new methods and cultural infrastructural projects elaborated above express the intention of the team to be focused on 2022 and legacy plans afterwards. The Board and curatorial team will monitor the cultural quality, and Artistic director will ensure the artistic quality of the programme.

Implementation 80%



- *Still on programme development, the panel asked for more information regarding the cultural and creative industries. The proposed activities including a mapping, a stakeholder process and the follow-up action planning are promising.*

Creative industries will be one of the focal points of the programme as part of the Creative City Pillar in Freedom Bridge after the programme is restructured. The main concept is to boost the development of creative industries in the city as one of the potentials for economic and cultural development. Close cooperation has been established with some of the IT companies in the city with the intention to create Creative Industries and IT Consortium to help programme team in developing new IT, Creative Industries and Digital cultural projects. Our research team has already started the wide initiative of mapping the creative industries and stakeholders to enable efficient implementation of the proposed projects. Based on the recommendations, new strategy for creative Industries has been adopted which was preceded by the research on business opportunities and creative industries in the city. The Programme Director is in charge for the processes of researching the business opportunities for the fuller development of this field.

- *The main message on building bridges should be clarified and the activities clearly built on. It should be furthermore ensured that the team is able to pitch the Novi Sad 2021 programme with clear statements based on understandable and easy-to-communicate messages.*
- *Further reflection is needed with regard to the selection criteria of projects. It must be ensured that the projects are in conformity with the overall programme objectives, main messages and original bid book. The good practice of other ECoCs such as Timisoara 2021 could serve as a good example for the related efforts of the Novi Sad team.*

Novi Sad 2021 – New beginning. Now!

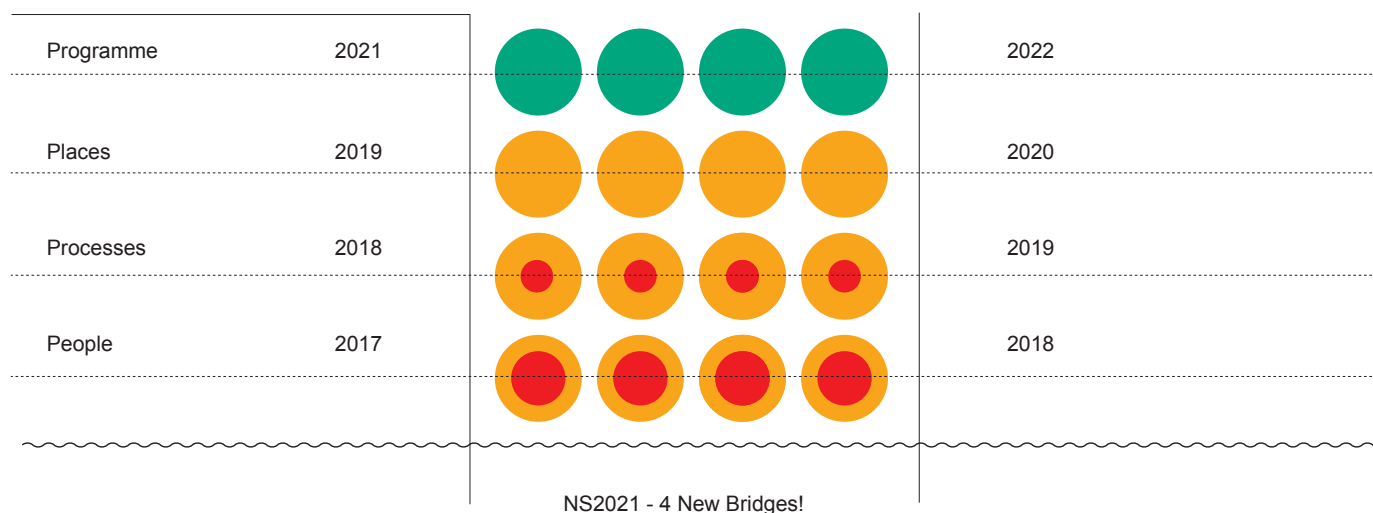
Based on the recommendations of the Panel, we have worked on clarification and further development of the concept and narrative of the project in the first phase of the process of programme revision.

Senior staff management and the Board have unanimously supported the initial slogan **For New Bridges** and jointly worked with the Programme team on development of the existing narrative and strengthening interconnection between narrative, programme structure, vision and legacy of the project.

We believe that this message is both – deeply rooted in the **local** history and city’s identity and clearly express our intention to **reconnect** city with the **European** cultural space. Throughout the history, Novi Sad has been divided between opposite coasts – between Ottoman and Austro-Hungarian empire, East and West, strongly divided by political differences, between private and public sector, between nations living in it. One could say we were amazingly lucky that the city has preserved its architectural, historical and multicultural treasures through its turbulent history. This is the reason why we are not starting from the scratch – we ‘only’ need to unite the strengths and jointly contribute to the cultural, social and economic development of the city. However, at a present the city continues its existence divided between opposite coasts which still refuse to work together and interconnect. **Novi Sad 2021** is an invitation to reconnect the opposites and to build the **New beginning, now** by making a new ‘time’ bridge from 20th to 21st century.

At the same time, this expresses the **vision** of our project:

New beginning. Now!



The creation of new beginning has started with connecting Novi Sad 2021 new programme with new (built, renovated or revived) places by raising capacities of the people and promoting and developing new processes in the city.

The first step – the programmes aimed at developing people (education, capacity and partnership building, mobility and knowledge exchanges) and processes (principles, programme development, European values) have already started and constitute a fundament of the bridge we are building. People and Processes will be in focus during the ramp period from 2017 – 2020.

New places will be in focus in 2020 which form the **pillars** of the bridge. In this year, we will finish all the cultural venues and start with the management – preparing the realisation of the programmes which will be organised there.

Even though some of the artistic programmes will start earlier (some of which already started) because of their long-lasting character, the main cultural programme will be in focus in 2021. It will finally unite opposite coasts and enable new energy of the new programmes, places, people and processes which will bring prosperity to the city and its inhabitants as the legacy of Novi Sad 2021 project. In the attached Annex V we have presented our timeline plan for further development of the artistic programme and implementation of the flagships at this moment.

The same message is presented through the newly revisited **programme structure**. It expresses our desire to work with citizens and scene to transform mindsets and traditional patterns in to modern, contemporary, European beliefs that we promote through 4 bridges tackling 8 important topics for future cultural, economic and social development.

We are connecting local and European context presenting programmes based on bridges which are symbols of the city, but naming them after the European values – hope, love, freedom and rainbow.

As the result of programme revisiting, we can briefly summarize the key concepts of Novi Sad 2021:

Novi Sad want to rebuild the bridges that will connect the city to...

- Cultural diversity as richness within the city and in Europe.
- Accessibility, inclusion and innovation in culture.
- Creativity as an essential skill for young generations.
- Revisiting the past to learn for the future.

The main messages that we want to convey are based on our slogan '4 New Bridges' bringing:

Rainbow Bridge – Diversity is our strength.

This bridge present projects fostering intercultural cooperation and minority arts in multicultural context of the city through the pillar Intercultural City and supports European diversity through projects about European heritage, values and topics of special significance for Europe through **European Richness pillar**. The proposed flagships are: **Synergy** – theatre festival gathering language minority theatre groups to present diversity of their cultures and **Imagine Europe** series of conferences, artistic, educational and capacity building projects promoting European literature, heritage and tradition.

Hope Bridge – Culture is a way of living.

The projects of this bridge bring culture in everyday lives of the citizens through new methods (**Innovation in Culture pillar**) and aim to increase the accessibility of the cultural

events and venues to all citizens (**Access to Culture pillar**). The proposed flagships are **New Places** (IC) – art installation that point out the renovated public spaces of special value for citizens and enable them to become new cultural venues in the city and **Art for All** (AC) – the project which aims to increase accessibility and sensibility of venues and programmes in the city for vulnerable groups.

Freedom Bridge – The future is now

The projects of this bridge promote art for youth and youth art and culture (**Youth Land pillar**) and contemporary art and creative industries (**Creative City pillar**). The flagships are tackling two artistic fields strongly underdeveloped in the city – **Sub** – project of suburban and street art (YL) and **Freedom** – the project promoting contemporary dance (CC). Bearing in mind that Novi Sad is European Youth Capital in 2019, this bridge will be continuation of that project with already existing networks and resources in the city which will increase the participation and quality of the realised projects.

Love Bridge – Sharing our treasures

This bridge gathers projects promoting the value of migration and peace, as one of the main advantages of this multicultural city and offering new experiences for Europe (**Migrations and Reconciliation pillar**) and projects presenting new tools of preservation, presentation and promotions of the **Cultural Heritage (pillar)**. Flagships are **Mileva and Albert** (CH) a movie, new tours and exhibition about the life of the Einsteins which have spent part of their lives in Novi Sad and **Art in Migration, Migrations in Art** (M), project that discovers the past of migrations and multicultural coexistence in this region through permanent art exhibitions in different venues. **Chapel of Peace** promoting new models for reconciliation in cooperation with region of Osijek will be one of the main projects in this field.

We also believe that we brought more focused and clear messages which explain the overall concept of project.

The first results have shown that there is a large number of projects in the bid book – 135 in the artistic part and 40 belonging to the so-called supporting tools and services of the programme. In the list below we present current state of the programme structure and bridges, pillars and flagships at this moment.

Programme				
Bridge	Pillars	Flagships	Messages (Beliefs)	Number of the projects
Rainbow	European Richness	Imagine Europe (literature)	Diversity is our strength.	22
	Intercultural City	Synergy (theatre)		6
Hope	Innovation in Culture	New Places (installations)	Culture is a way of living.	15
	Access to Culture	Art for All (multievent)		16
Freedom	Creative City	Freedom (contemporary dance and music)	Future is now.	17
	Youth Land	Sub (street art and new circus)		15
Love	Cultural Heritage	Mileva and Albert (movie and heritage)	Sharing our treasures.	30
	Migrations and Reconciliation	Art in Migrations, Migrations in Art (visual arts) and Peace Chapel		14

Tools and services				
Educational	New people	Service		16
Artist in Residence		Tool		2
Urban Development	New places	Service		4
Hospitality	New processes	Service		2
CultTour		Tool		1
Volunteering		Service		5
Communication tools		Tool		10



Based on the new revisited programme structure, Programme Director has made new financial plan for the artistic programme implementation which we present in the Annex IV attached to the document.

Explaining the process of revising and criteria for new calls

During the process of programme revision, the programme team was focused on developing existing vision and projects already written in the bid book. The work was based on the extensive workshops and brain storming meetings which gathered all programme team members which contributed to team building and better integration of the newcomers. These processes were continued shortly after the monitoring meeting in Brussels. In order to secure strong EU perspective and develop the artistic quality of the existing programme, the Foundation has invited several ex-programme directors from other successfully implemented ECoCs to monitor and contribute to the process of the programme revision.

The first results of the process were in the restructuring and simplifying the programme structure which now relies on four bridges and eight pillars which tackle different topics with eight new flagships.

Beside the programmes that are bottom-up core of the Novi Sad 2021 project which are selected in the bid book, programme team is planning to open two new general open calls (the first one will be launched in February 2019 and the other in September 2019).

Some of the criteria which will be used for the selection are:

I The projects are in line with main directions of the Novi Sad 2021 project set up in the bid book; II The projects are coming from the artistic fields which are underrepresented in the bid book; III The projects are in fields – topics which are underrepresented in terms of the number of projects in the bridge; IV The projects are in line with main topics and criteria of the European Capital of Culture project; V the projects include European partners and have developed European dimension; VI The project bring innovation and/or promote new digital tools; VII The projects have sustainability and are in line with Novi Sad 2021 legacy plans.

In March 2018, the Foundation launched 'Audience in Focus' open call for public institutions and partner cultural organisations in the city Novi Sad and Zone 021 (municipalities Sremski Karlovci, Irig and Beočin), regarding audience development projects.

In the following months, the Foundation will launch three more calls:

1. Microgranting call for New Places, for citizens and organisation to propose solutions for managing public spaces in their neighbourhoods;
2. Microgranting call for Heritage Walks, for creation of walks in neighbourhoods led by citizens;
3. Public call for mobility of cultural workers.

Together with the EUNIC cluster, the Foundation will organize international conference on sustainable cultural centres and organisations aiming at becoming annual educational platform for sharing experiences and building stronger independent art scene.

Furthermore, Programme Director is developing plans for strengthening and developing the production department. Next year we plan to open direct calls for specific parts of the project such as creative industries and digital cultural content.

Analysis of the projects from bid book

The programme director has decided to start the negotiations with all the organizations which have proposed projects in the bid book. The decision was made that all the projects of the third parties will be supported if they meet requirements. Projects are being examined through three phases:

1. Analysis and pre-evaluation of the projects based on the pre-evaluation forms and meetings;
2. Negotiation phase about the artistic development and financial aspects of the project;
3. Initiation of the project.

If the project successfully passes these three phases the next three are the following:

4. Implementation of the project;
5. Evaluation;
6. Project archiving.

The decision was made by the Programme director that all the projects from bid book will be implemented except the ones which self-exclude their implementation in the following cases:

- a. Technical/ Economic / Human viability
 - If the project is not possible;
 - If it is too expensive and not co-financed;
 - If the project is not co-financed;
 - If the organisation does not have the capacity to implement the project.
- b. Obsolete project
 - If the projects are not innovative;

- If they have already started or implemented;
- Programme Director can decide to support projects that have already started with the implementation if they are in a developing phase.

c. Refusal

- If the organisation refuses the financial proposal made by the Foundation;
- If the organisation refuses proposal for artistic/programme development of the project made by Artistic Director;
- If the organisation refuses to continue the cooperation.

- *The panel invites the Novi Sad 2021 Foundation to submit an updated project list including the three main categories (own productions, co-productions, labelled projects). A special focus should be dedicated to the flagship projects including a broad range of local and international participation.*

Part of the question was answered above by presenting new revised structure. We would like to underline that there is a great potential for some of the projects to merge with ones dealing with similar issues. This means that overall number of the projects could become reasonably lower after the negotiation phase. The list with projects displaying the state, category, whether the contracts are signed or not can be found in **Annex II – Programme state of play**.

Implementation 100%



European dimension

- *The panel recognised especially the positive and promising cooperation efforts with the Croatian city of Osijek and the related reconciliation potential. This is a theme that could attract the interest of a broad European public and would thus serve as a good base for a potential flagship project.*

The cooperation and links with Osijek are deepening day by day. Representatives of two cities agreed to start the pre-production or implementation of several projects this year. **The bidbook project ‘One Bridge, One Dream’ is currently in the process of developing phase.** It is a large cross-border cooperation between institutions from Novi Sad (Serbian National Theatre, ‘Sterijino pozorje’ festival of national drama, and ‘Novi Sad 2021’ Foundation), and Osijek (Croatian National Theatre ‘HNK’ and Matica Hrvatska) on the topic of reconciliation. Representatives of two cities agreed to start the implementation of several projects this year. **Tamburitza Street Battle** project combines modern forms – so called ‘street battles’, with traditional instrument of Tamburitza which part of the tradition of both cities is. This year, several ensembles from Novi Sad will travel to Osijek and perform on the streets during the summer ceremonies in this Croatian city. The first phase of the project **Cyber Museum** has also started, which means that this year team of experts will make a research about industrial heritage in both city and map it. The main goal of the project is to create a virtual museum of the industrial heritage. As part of the partnership building concept – first grand meeting of representatives of the cultural institutions after the war will be held. The first negotiation regarding **Peace and Reconciliation Centre** have started.

Implementation 60%



- *The panel noted the efforts to internationalise the implementation of the cultural programme. It however stresses that sustainable connections to Europe need more efforts than just ensuring that the team of Novi Sad is networked with other ECoC teams. The need for a more substantial cooperation at the local as well as at the European level.*
- *The European dimension in the programme needs further development using a broad vision regarding a variety of cooperation partners, methods and exchange.*

In the light of the very limited international cultural cooperation in the city, the Foundation devotes efforts to internationalise the cultural programme. Based on the recommendation of the Panel, we have decided to widen and deepen the scope of partnerships with European artists and partners. This year, we will implement measures aiming at:

a. **Building sustainable partnerships** – projects whose goal is to gather local and European cultural stakeholders in order to foster networking and cooperation. Important projects for this year are: **30 – 30**, partnership building conference, meeting of the public cultural servants with partners in **Osijek and Timisoara** and world-café-type project with representatives of the cultural institutions and EUNIC cluster.

b. **Fostering the application for EU calls** for proposals to boost the cooperation with European partners and increase financial capacities. Important projects: within the bid book service **Out of the Comfort Zone**: Fundraising trainings for representatives of the cultural institutions; Online platform for calls for partnerships; and Fundraisers in house project which brings the experienced experts in fundraising to cultural institutions to work on developing concrete project proposal.

c. **Continuous support for mobility of the artists and cultural workers** through platforms **Kizuna** – which offers grants for study visits to Japan, **Plants AiR – Artist in Residence** project in which plan to organise 20 incoming and 5 outgoing residences this year, and mobility grants that will provide 15 scholarships for **job shadowing programmes** in European cultural organisations and 10 mobility scholarships for supporting young artists.

Imagine Europe project – aimed at capacity building and promoting European values and tradition and European literature became the flagship programme. After the programme revision, the pillar European Richness will be dedicated only to projects promoting European diversity and culture. We will continue our constant efforts to internationalise project and develop sustainable EU dimension concept and would very much appreciate any help in the further period in this sense.



- *The programme needs more active participating of concrete cultural operators, especially from the independent scene. Building these connections should be one of the main focuses now. At the same time, the collaboration with other ECoCs should be continued in order to fully benefit from cooperation opportunities and know-how transfer.*
- *Partnering with local cultural institutions needs to be much more developed in order to ensure sustainability of the ECoC 2021 project and to enlarge the scope and outreach of the cultural programme. The representativeness of the independent sector in programming bodies needs to be ensured and related strategic partnerships built-up.*

Majority of the programmes from the bid book were proposed by cultural NGOs and independent scene. In the first year, we supported 8 projects from the independent sector that support their work and development of the future projects. The final list of the supported projects with names of the organisation and artists in first year could be found in Annex I sent

together with this document.

The programme team is enlarging this year. In 2018, we will focus our attention to public institutions and their involvement in the project, especially in developing their project proposals from the bidbook and working together on the development of the audience engagement strategy. However, we have also started involving representatives of the independent scene as project managers for specific projects from the bidbook that already started with the implementation. Some of them are also involved as the fundraising experts and consultants in different sectors. This year, we will open a call for mobility to support job shadowing and mobility programs of cultural workers and artists. At the same time, we are increasing the number of artists participating in the AiR programme. This year, we are organising several partnership-building conferences and we will launch an online platform for networking with European cultural workers. Conference on sustainable culture centres in May 2018 is one of key events for our local scene, since it will involve more than 10 experts from around 7 countries in Europe, and give them opportunity to network and exchange experiences.

Implementation 30%



- *The panel sought clarification regarding the EU fundraising strategy. The Novi Sad 2021 Foundation still lacks a systematic overview on all potentially available EU funds.*

After the last year's monitoring panel, the international relations team has developed directions for 2018 to develop this field of the project. After months of consulting, the new EU fundraising strategy is in the final stages of development and will be published on our website soon. It contains set of measures to encourage local organisations to apply for EU calls, but also to build capacities of the operators. Some of the measures are:

1. Trainings for cultural operators in the field of EU project writing.
2. Fundraising in the house project – bringing the most experienced fundraisers to the cultural organisation to work with them on developing projects and applying for EU funds;
3. Creation of the map of all the available EU funding in a field of culture which will be published next month on our official website and will be communicated to the cultural scene.
4. Financial aid for EU co-funded projects to help the organisations acquiring self-contributions.
5. Partnership building projects and platforms;
6. Language courses for cultural operators in cooperation with the EUNIC Cluster Serbia.

Implementation 50%



Capacity building

- *The panel furthermore stressed the need of a considerable investment in capacity building in order to ensure the widest possible impact of the ECoC project as well as its professional implementation.*

- *The capacity building efforts in Novi Sad should be considerably enlarged to cover the largest part of the independent cultural sector as well as the cultural institutions in the city and the Novi Sad 2021 team.*

Ramp period from 2018 to 2020 will be focused on capacity building projects. There are several project streams within the educational service which are dedicated to building capacities for successful implementation of the project of this scope. Those projects are adjusted to the specific position of different target groups:

Team: Job shadowing in other ECoC's; Trainings and joint brainstorming with other ECoC teams; Study visits to European cultural institutions; Mentorship provided by the ECoC experts and members of well-known platforms of cultural workers, leadership academies, digital tools trainings including informational platforms such as SharePoint, language courses and assertive and presentation skills development and other programmes which implementation has started through **Build Up** Project.

Cultural organisations: Audience development education through Audience in Focus project; Sustainable culture centres conference; Cultural management education through Lab for European Project Making programme; Job shadowing in cultural institutions in Europe; Mobility grants for capacity building and study visits; Networking meetings; Language courses; EU fundraising education; Audience development extensive trainings and grant to support projects of audience development developed through project Out of the comfort zone.

Artists: Exchange of Artists, mobility grants and artistic workshops through **Plants AiR** programme; Strategic partnership with European cultural institutions in Serbia (EUNIC) in sustainable development of the different artistic fields.

Citizens: participation in designing public spaces through New Places project, community building workshops; heritage education; volunteering and internships project through project **Heritage Walks**.

New capacity building programmes are being developed in the programme and participation teams.

Implementation 60%



Management

- *... However, the structure in place needs further focus as well as sound information flows and decision making. The proposed committees and councils need to have clear roles.*
- *The panel asked about the staff available in the Foundation and their responsibilities. It found out that the splitting of tasks (e. g. between the artistic director and the programme director) were not yet fully clear. d The internal management requires improvement regarding a more accurate description of tasks of team members and a clear attribution of budgetary frames for 2018.*

After organisational challenges that the Foundation faced during the first year of the existence and comments expressed during the monitoring meeting, the Board has initiated a process of the reorganisation of the Foundation to maximise the efficiency of the work. The Board has adopted financial plan for 2018 which determined the financial frames for all the sectors. On this basis, the yearly programming plan has been adopted. The new organisational chart proposal has been sent as the **annex III** to his report.

Implementation 70%



Implementation 60%



- *The existing share-point for management information should develop into a real knowledge centre. It must be furthermore ensured that the whole team has access to all relevant information*

All the information and documents are available for reading and download for all team members. Evaluation team has access to all the information and documents available for team members. All new team members are passing through extensive courses in order to efficiently use the programme in the future. The senior staff management is discussing the possibility to reorganise SharePoint platform after 2022 as the Open Data base that could be a useful tool for local cultural operators, as well as new cities wishing to apply for ECoC title as the knowledge centre.

Implementation 51%



- *Provision should be made in order to rapidly integrate new staff members and to invest in related team building activities. The development of the team's skills is equally important, including communication and pitching abilities.*

New staff members are being carefully integrated in the team through process of project revision. The 'old' team members help newcomers to understand the programme and roles in the teams. We can conclude that the cohesion of the team is much better now, however the fact that team is growing is sometimes very challenging. Development of team skills is very much in focus and we have written more about this issue above. Regarding the communication abilities, the Foundation is planning to organise assertive and NLP trainings for their employees. We are currently discussing the opportunity to organise team manager exchanges with other ECoCs starting in 2019.

Implementation 55%



- *The sponsoring activities are not yet fully developed. Related efforts should be reinforced. The elaboration of an EU fundraising strategy as well as a strategic sponsoring plan will enhance budgetary stability of Novi Sad 2021.*

Having in mind that the sponsoring activities are still in the development phase, we have employed two experienced sponsorship fundraisers that now work on the delivery of the strategy for sponsors. We perceive this as an investment, which could contribute to the financial stability of the project. The first contracts with private companies have been signed. New fundraising strategy and comprehensive map of the EU fundraising opportunities in culture is in final stages of development. Capacity building projects in the field of fundraising and partnership building activities could increase the level of EU funding among the local cultural operators.

Implementation 40%



- *The plans for external communication are at a starting point and need to be considerably developed for the next progress report. A more strategic approach to communication is needed to ensure that the ECOC project goes beyond pure city branding. The slogans related to the bridges themes require to be revised.*

When the programming team delivered the new revised structure of the project, the communication team has started the extensive work on a strategy to communicate new programmes and vision of the project. Communication team was very much involved in the new narrative and concept of the project. However, a clear result of their work is expected in June – including the plan to communicate year of the title.