



**Funding opportunities
for Performing Arts organisations
through EU programmes
(2014-2020)**

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Table of Contents

1. Introduction: Culture in Europe.....	3
2. Political Priorities for 2014-2020	4
3. Programme Identification	6
3.1 Management Mode	6
3.2 Types of Grants	6
3.3 Main Principles of Funding.....	7
3.4 Legal Framework.....	7
4. Project Design	8
4.1 What is a Project?	8
4.2 Key Principles of EU Projects.....	8
4.3 How to design an EU project.....	9
4.4 Building the Consortium.....	11
5. EU funding programmes for the Live Performance sector	12
Creative Europe	13
Culture sub-programme.....	14
MEDIA sub-programme.....	17
Cross sectoral strand	17
Erasmus +	19
Sector Skills Alliances.....	20
Knowledge Alliances.....	22
Cohesion policy and Structural Funds	23
Employment and Social Innovation	28
PROGRESS axis	29
EURES axis	30
Microfinance and Social Entrepreneurship axis.....	31
Social Partners: specific funding opportunities	32
Horizon 2020	33
COSME	34

1. INTRODUCTION

Culture as a transversal theme

The role of culture is not only to enrich people's social life, but it is also becoming an important part of European integration. For this reason the European Union is increasing its role in the cultural policy and European cultural cooperation. The launch of the European Agenda for Culture in a globalizing world (2007) was an important milestone for the culture sector as it encourages national authorities, cultural sector and EU institutions to jointly promote cultural diversity and dialogue, culture as a channel for creativity and innovation as well as culture as a part of the EU's international relations.

The cultural sector plays a key role in terms of its numerous social, economic and political implications and is a transversal theme integrated in many EU policies. It is mainstreamed into the EU's policies in the fields of employment, cohesion policy, external relations, research, innovation and many others. For this reason cultural operators can also look for funding opportunities outside the obvious culture-based programmes.

What information can you find in this guide?

The aim of this guide is to introduce and clarify funding mechanisms, different players involved and programmes that may be of interest to performing arts organisations.

In the first section you will find tips to get you started and a look at different forms of EU funding. The introductory section will give you an overview of the political priorities on the basis of which the EU will develop its policies in the period of 2014-2020. Then you will see how, for each of these priorities, EU programmes are organised and fundings are allocated.

You can also find a handy guide to approach the EU project creation: main principles of EU funding, steps to follow and other practical tips to design a successful project.

In the second section you will find an insight of some of the EU funding programmes launched for the period 2014-2020. Emphasis is given to programmes that could hold a specific interest to Performing Arts organisations. However, given the cross-sectoral value of Cultural policy, many other funding opportunities can be found elsewhere.

Objective

This booklet aims to provide information on EU programmes that are culture-based or related to the cultural sector. Its objective is to give an easy-to-use guidance on how to identify EU programmes, participate in Call for Proposals and build up a competitive and EU-oriented project in order to be awarded.

Due to the diversity of each Call for Proposals, please bear in mind that any of them will ask you to follow specific information and requirements. Nevertheless, the general information found in this publication about the respective EU programmes is essential to follow when applying for EU funding.

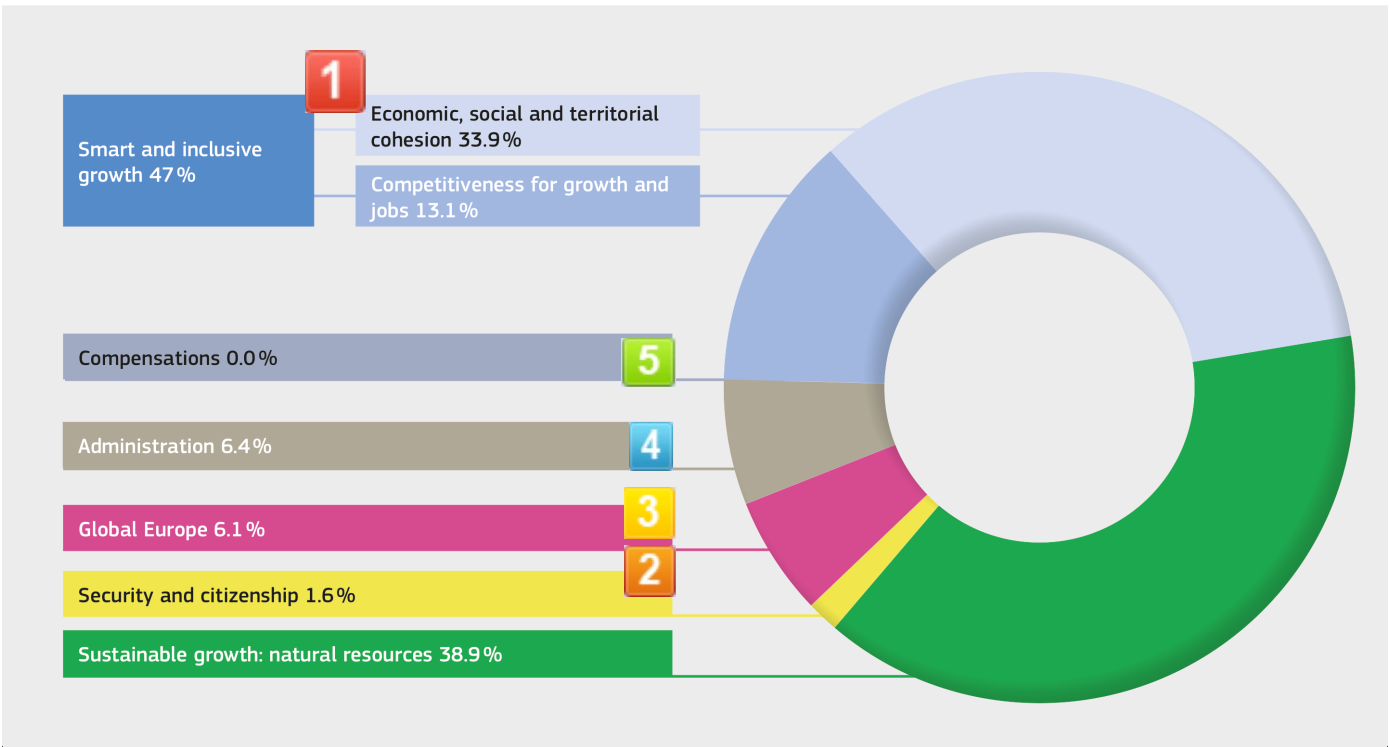
2. POLITICAL PRIORITIES for 2014-2020

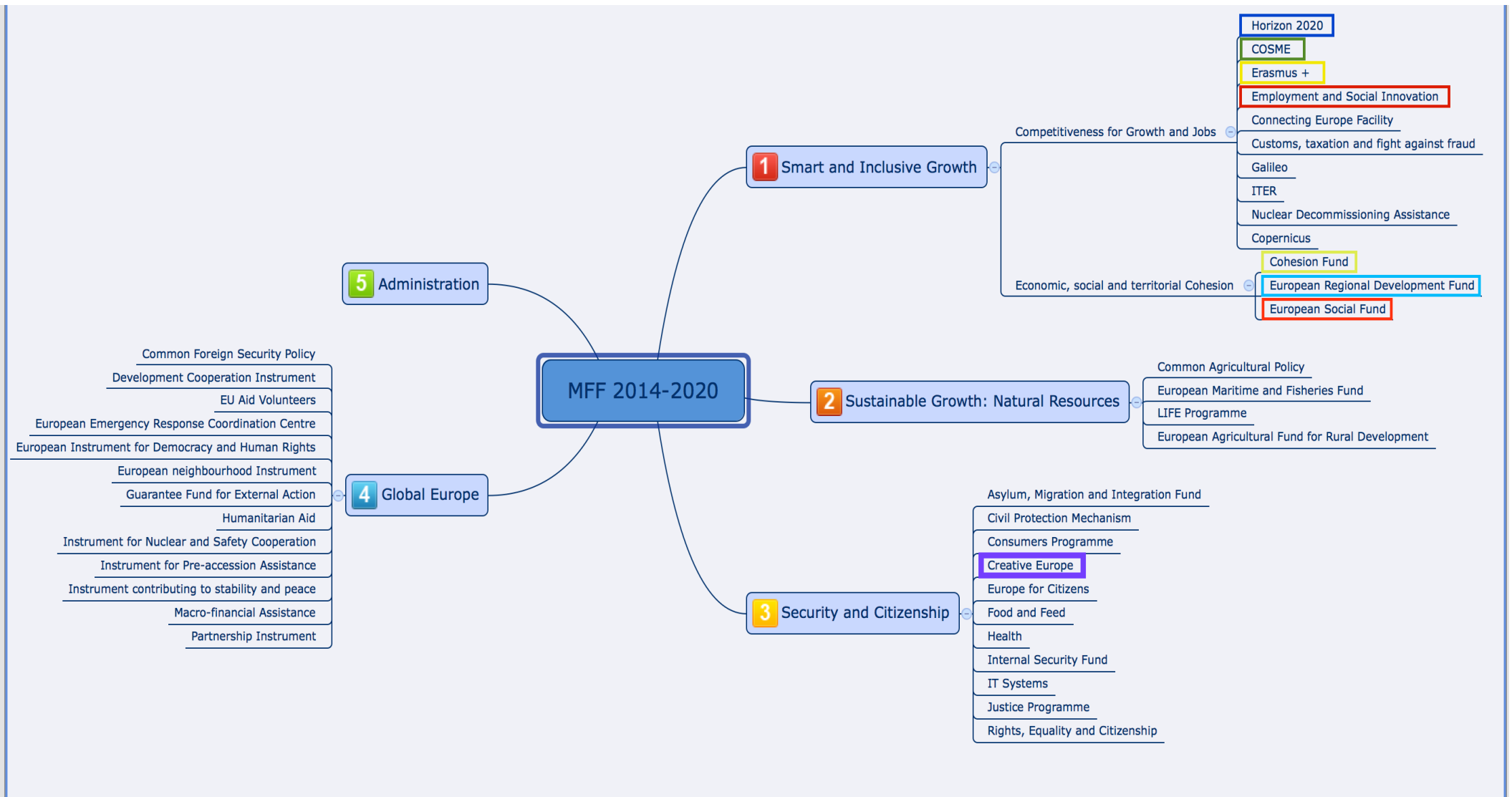
Multiannual Financial Framework (MFF)

What is it?

MFF is a framework for financial programming and budgetary discipline of the EU. It ensures that EU spending is predictable and stays within the agreed limits. By defining in which areas the EU should invest more or less over the seven years, the MFF is an expression of political priorities.

MFF 2014-2020 Overview



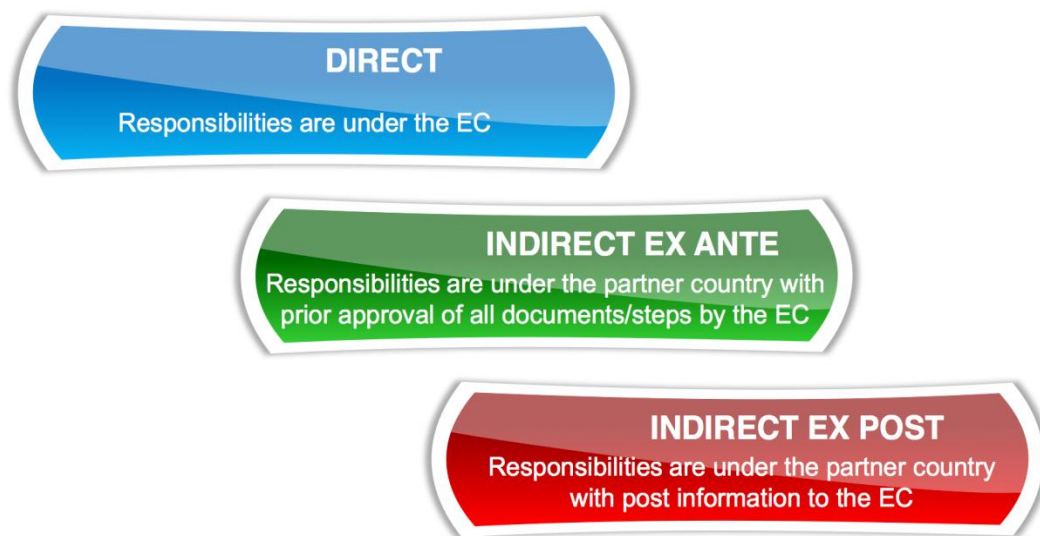


3. PROGRAMME IDENTIFICATION

3.1 Management Mode – Who decides?

There are different ways to implement the EU budget and funds, depending on the variable level of implication of the European Commission in its implementation. This is attained through the delegation of a number of budget implementation tasks (such as conclusion of contracts, their operational and financial management, audit, evaluation, etc.).

These are the following:



3.2 Type of Grants

There are two kinds of grants that can be awarded, depending on its aim and on which activities are to be carried out:

- **ACTION GRANT:** To finance actions intended to help to achieve an objective that forms part of an EU policy. It funds specific project.
- **OPERATING GRANTS:** To finance the operating expenditure of a body pursuing an aim of general European interest or an objective that forms part of an EU policy. It funds the activities of a pre-existing organisation.

3.3 Main Principles of EU funding

RATIONALE OF EU GRANTS:

- A) The European Commission does not receive anything in return as it is the case in public procurement, where goods or services are provided for the institution in exchange for payment (main difference with Procurement);
- B) Grants are based on the costs actually incurred by the beneficiaries for carrying out the activities in question, and the results of the action remain the property of the beneficiaries.

NOT FOR PROFIT:

Grants may not have the purpose or effect of producing a profit within the framework of the action or the work programme.

CO-FINANCING:

A Grant may not finance the entire cost of the action or the entire operating expenditure.

TRANSPARENCY:

The European Commission shall ensure the ex ante publication of the annual programme and calls for proposals and ex post publication of grants awarded in the course of a financial year (art.128 of Financial Regulation).

EQUAL TREATMENT:

The grant award process must be completely impartial. This means that the proposals must be evaluated by an evaluation committee, using published criteria.

NON-ACCUMULATION:

Each action may give rise to the award of only one grant to any one beneficiary.

NON-RETROACTIVITY:

Grant cannot be awarded retroactively for actions that are already completed.

3.4 Legal framework – Where are the rules?

A) Legislative act: establishing the programme

B) Financial Regulation and Rules of Application: are the main points of reference for the principles and procedures governing the establishment and implementation of the EU budget and the control of the European Communities' finances, including grants and procurements award procedures.

C) Call for Proposal: containing specific rules for the grant

4. PROJECT DESIGN

4.1 What is a Project?

- A project is the process of planning and implementation of activities of an organisation(s) that form part of a strategy which is in compliance with its mission, which is a way to realise its vision, that is formed by people who share common views;
- Projects cannot be thought of without the organisations;
- Projects should contain:
 - Approach, Problem/Aim, content, methodology
 - Responsible of coordinator
 - Time
 - Plan
 - Activities
 - Resources and products (inputs-outputs)
 - Cost
 - End and Evaluation

4.2 Key Principles of an EU Project

There are some factors that the EU always requires to be focused to, when designing a project.

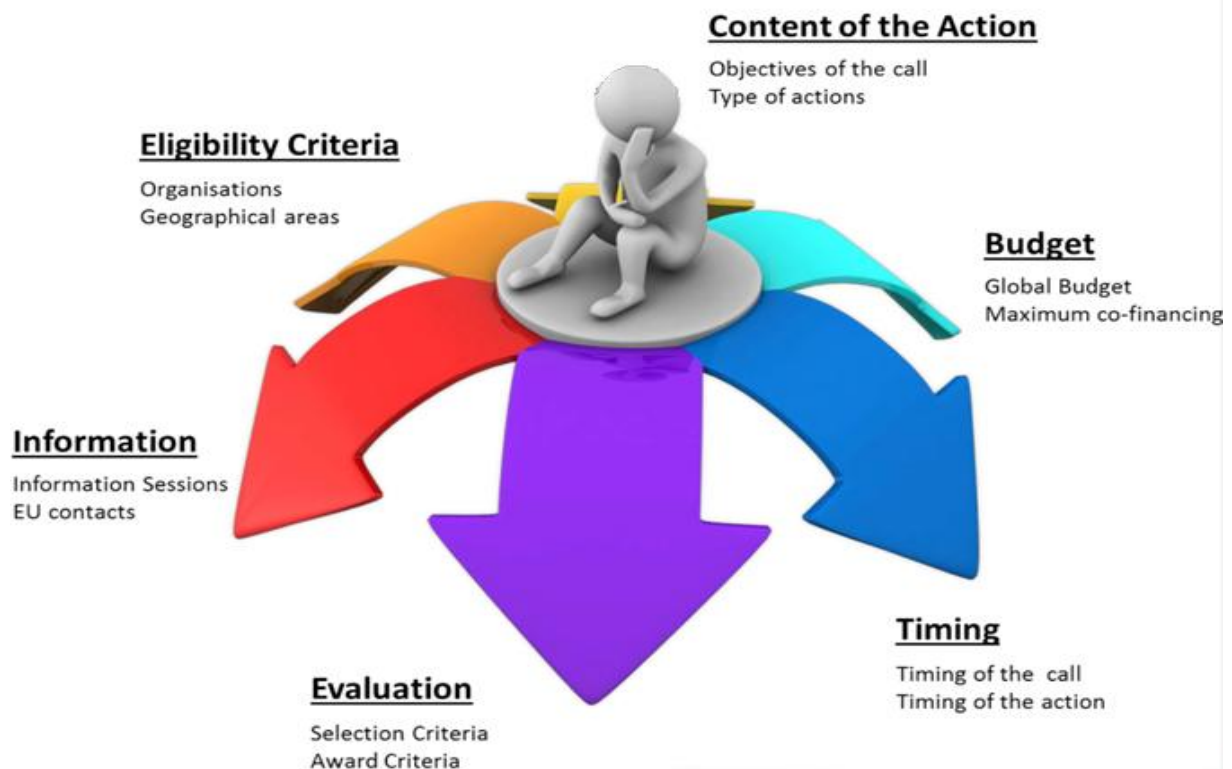
Pay attention to the following aspects, if you want to increase the chances for your project to be awarded.

EU Policies / Programmes	Linkage with EU policies Synergies with past/current EU programmes
Transnational Dimension	Consortium set up Actions to be implemented
Innovative idea	Strategy designed Activities carried out
Sustainability	Multiplier effects Ownership
Monitoring & Evaluation	Monitoring project progress Follow up of all activities / accountability
Cross cutting issues	Gender / Environment / Human Rights etc...
Cost effectiveness	Results achieved with proportionate means (financial & human)

4.3 How to design an EU Project

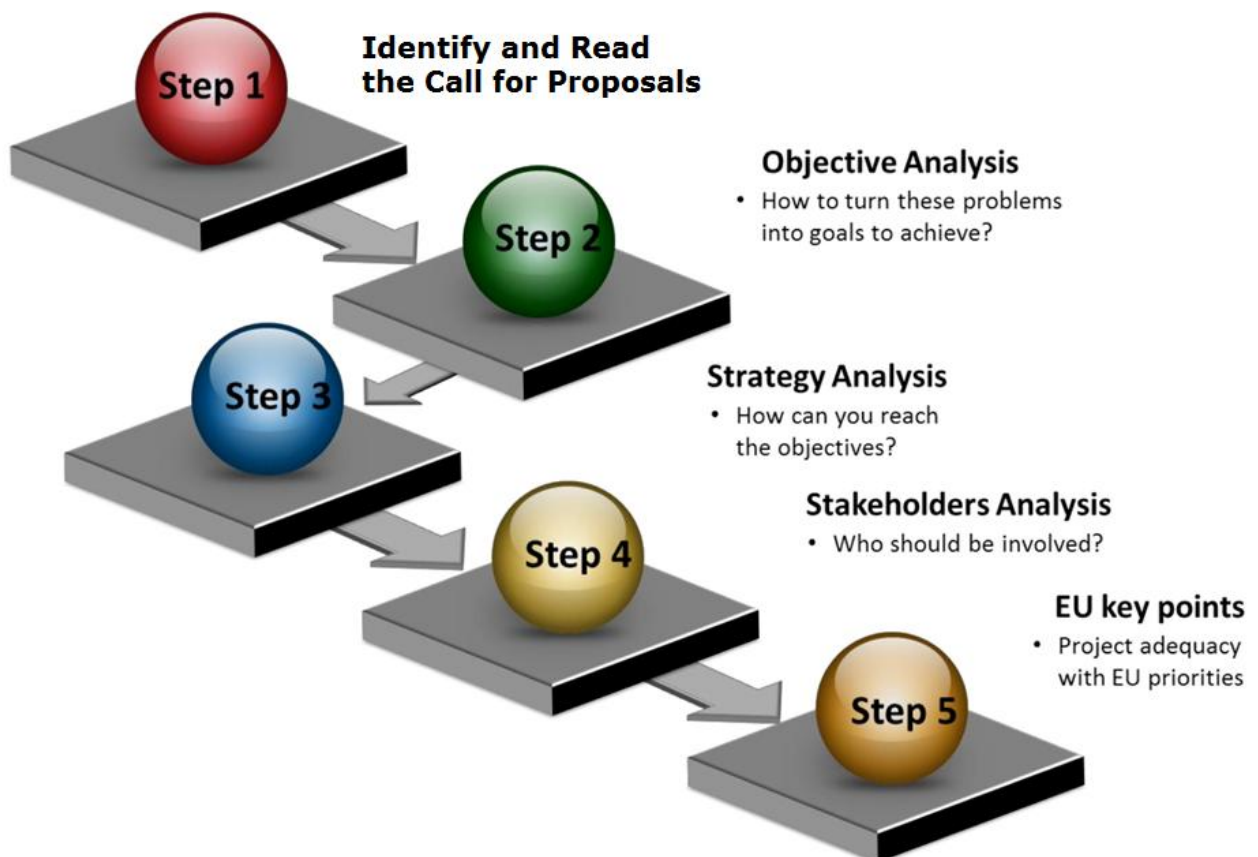
The essential steps to follow for identifying and designing a project which applies for EU funding are the followings:

- 1) Identify and read the Call for Proposal
 - a. Identify the Aim of the Call
 - b. Check if you fit in all the criteria



- ❖ **Eligibility criteria** may vary, depending on which Funding Programme you are applying for.
They can refer to the status or to the type of organisations (i.e. SMEs, Universities) and also to their geographical area.
- ❖ **Content of the Action** depends on which funding programme and sub-programme the Call for Proposals refers to. It varies from Call to Call.
- ❖ **Budget** available for the Call as well as for each project. It influences the project budget foreseen.
- ❖ **Timing:** It states deadlines for application and maximum duration of the project.
- ❖ **Evaluation:** Selection and Award Criteria are very important in order to design the project. Aspects or elements of the Call to which more punctuation is awardable, shall be stressed in the application and during project implementation.
- ❖ **Information:** the European Commission organises open sessions to present Funding Programmes and Call for Proposals. Participants can get useful info and get in contact with Policy officers competent for funds management.

- 2) Identify the objective
- 3) Check feasibility of the objective
 - ↳ Identify means and activities to achieve it
- 4) Identify stakeholders
 - ↳ Target group:
 - direct/indirect beneficiaries of the project
 - ↳ Promoters:
 - people able to provide support/value to project
 - ↳ Other undefined
 - people with no link to the project
 - which may hamper project success
- 5) Follow key principles of an EU project (see above)
 - ↳ focus on Sustainability



4.4 Building the Consortium

The Consortium or group of Partners of an awarded EU project is a transnational network with a large diversity of participants (normally with a minimum of 3 organisations from 3 different EU countries).

A winning Consortium must:

= have all the competences and expertise required for executing the project;

= create synergies while partners work on a team.

It is composed by different types of participants:

➤ **Coordinator (project leader, promoter, lead partner):**

The **Core** of the project. Its expertise and activities should be fundamental for the development of the project.

Responsible for:

- ✓ Project submission, implementation, technical and financial management;
- ✓ Management of payments;
- ✓ Communication, intermediary for communication between partners and the European Commission;
- ✓ Administrative and financial management + direction of the consortium;
- ✓ Previous experience in coordinating EU projects is desirable.

➤ **Partners:**

Responsible for the proper performance of the planned work; they should inform and report the Coordinator; they are not directly responsible to the Commission (except for audit circumstances);

➤ **Other participants:**

- **Sub-contractor:** entrusted by the Coordinator/partner to execute a part of the project based on a remunerated service delivery. *It represents a small part of the project (around 5-25% of the total eligible costs);*
- **Associated partner (or collaborator):** brings added value to the project. It can carry out one or more parallel actions. *It does not receive any financial contribution from the European Commission.*

5. EU FUNDING PROGRAMMES FOR THE LIVE PERFORMANCE SECTOR

Which role for which programme?

A Live Performance organisation or association can take part into EU funded project with different roles within the Consortium.

EU funding programmes that might be of interest for the Live Performance organisation can be divided in two clusters, depending on which role it is able to undertake within the project:

As **Coordinator** within:

- **Creative Europe**
- **Erasmus + Sector Skills Alliances**
- **Structural Funds and Cohesion Policy**
- **Employment and Social Innovation (Social Dialogue)**

As **Partner** or **Associated Partner** within:

- **Erasmus + Knowledge Alliances**
- **Horizon 2020**
- **COSME**

* Live Performance organisations can potentially take part in every kind of EU funded project as Partner, as far as its role and contribution to the project is effective and essential for the achievement of project objectives.

Another distinction: Individual v Association

Some funding programmes might be targeted to the individual Live Performance Organisation and others to the Association or Network of organisations. Therefore, on the following pages we will identify programmes as follows:



CREATIVE EUROPE

The main EU funding programme for the cultural and live performance sector is Creative Europe Programme for the period 2014-2020, established with a [Regulation adopted in December 2013](#).

OBJECTIVES

Creative Europe aims to support European cinema, the cultural and creative sector, enabling them to increase their contribution to jobs and growth.

The programme will support tens of thousands of artists, cultural professionals and cultural organisations in the performing arts, fine arts, publishing, film, TV, music, interdisciplinary arts, heritage, and the video games industry, allowing them to operate across Europe, to reach new audiences and to develop the skills that are needed in the digital age.

FUNDING OPPORTUNITIES

Creative Europe brings together the previous Culture, MEDIA and MEDIA Mundus programmes under a common framework and create an entirely new facility to improve access to finance.

Following on from the previous programmes, **Creative Europe** provide a budget of €1.46 billion (9% higher than its predecessors).

The programme consists of two sub-programmes and a cross-sectoral facility:

- A) **Culture sub-programme**
- B) **MEDIA sub-programme**
- C) **Cross-sectoral strand**



Useful Information:

Duration: 2014-2020

Budget: € 1.46 billion

DG Culture website:

http://ec.europa.eu/culture/index_en.htm

EACEA's website:

http://eacea.ec.europa.eu/index_en.php

List of Creative Europe Desks:

https://eacea.ec.europa.eu/creative-europe-desks_en

CULTURE sub-programme

Why is it needed?

Despite its potential, the culture sector remains poorly exploited and at risk, both from an environmental and human perspective.

As such, Creative Europe Culture sub-programme aims to contribute to both a structuring and promotion of the sector, supporting priority areas that can generate a real impact for the sector across Europe.

What does it support?

Under the Culture sub-programme, opportunities exist for the following actions:

COOPERATION

between cultural and creative organisations from different countries.

Such as cross-border cooperation projects between cultural and creative organisations within the EU and beyond. Projects can cover one or more cultural and creative sectors and can be interdisciplinary.

Funding is available for two types of projects:

- **Small scale cooperation projects** (project leader and at least two other partners)
- **Large scale cooperation projects** (project leader and at least five other partners)

The maximum duration for all projects is 48 months.

It aims to improve access to European culture and creative works and to promote innovation and creativity.

Specific activities to be developed and objectives to be achieved will be required by the Call for Proposals.

Who can take part?

Only organisations active in the cultural and creative sectors can apply.
Individuals cannot apply.



Example of awarded Cultural-based large scale cooperation EUROPEAN OPERA DIGITAL PROJECT

[Call Ref. EAC/S16/2013/COOP2](#)

Consortium:

Opera Europa (Coordinator)

15 Opera Houses, from 12 different countries (Partners)

Budget: 1.855.688,02 €

Co-financing rate: 47,13%

Duration: 2015-2017

The EOD Project will offer audiences a platform containing a wide range of complete performances, detailed historical information on individual European houses, selected performance archive, interviews with major artists, and access to manuscript holdings in opera house music libraries. Rich user journeys and social media initiatives and engagements will connect and involve audiences with opera in new and deeper ways.

INITIATIVES TO TRANSLATE AND PROMOTE LITERARY WORKS

across the European Union, with the aim of increasing access to and readership of high quality European literature. Such as:

- Translation and publication of a "package" of works of fiction from and into eligible languages;
- Promotion of the translated "package", including the appropriate use of digital technologies in both the distribution and promotion of the works.

Who can take part?

Publishers or publishing houses can apply for literary translation opportunities. Individuals cannot apply.

NETWORKS

helping the cultural and creative sector to operate competitively and transnationally.

In order to receive support they have to carry out:

- Activities strengthening the cultural and creative sectors by providing their workforce with **specific skills and experience**, including adaptation to digital technologies;
- Activities enabling the **cultural and creative workforce to cooperate internationally** and to expand their careers and influence in Europe and beyond;
- Activities strengthening European cultural and creative organisations, as well as international networking that can **create new professional opportunities**.

More detailed information on participation is available in the guidelines for specific calls for proposals.

Who can take part?

Networks active in the cultural and creative sectors can participate in these opportunities. Individuals cannot apply.



Example of awarded Cultural-based Network project

[Call Ref. EAC/S18/2013](#)

EUROPEAN EARLY MUSIC NETWORK / RÉSEAU EUROPÉEN DE MUSIQUE ANCIENNE

Consortium:

Réseau Européen de Musique Ancienne (**Applicant**)

No Partners

Budget: 110 000,00 €

Co-financing rate: 64,71%

The network's members are promoters active in the early music field. They can be either festivals or concert halls that have a consequent early music programming. As the term of early music constantly evolves, it is defined in a wide sense, and describes mainly the historically informed performance (HIP). REMA's main aim is to act as a network for its members, encouraging the exchange of knowledge, information and cooperations in the early music field.

PLATFORMS

to promote emerging artists and stimulating European programming for cultural and artistic works. In order to receive support they have to carry out activities, such as:

- Fostering the **mobility and visibility of creators and artists** - in particular those lacking international exposure;
- Stimulating a **genuine Europe-wide programming of cultural and artistic activities**, with the view of facilitating access to non-national European cultural works via international touring, events, exhibitions and festivals, etc.;
- Contributing to **audience development** and providing **visibility** to Europe's values and different cultures.

More detailed information on participation is available in the guidelines for specific calls for proposals.

Who can take part?

Organisations active in the cultural and creative sectors can take part. Individuals cannot apply.



Example of awarded Cultural-based Platform project

Call Ref. EAC/S17/2013

LIVEUROPE

Consortium:

Ancienne Belgique (Applicant)

12 music venues in 12 countries (Partners)

Budget: 500 000,00 € per year

Co-financing rate: 80%

Duration: 3 years (renewable)

The Liveurope Platform is a European initiative gathering popular concert venues established in various countries across the continent. The Project aims at promoting European Music and supporting live music venues in their efforts to foster cross-border circulation of emerging European music artists, through the development of a European quality label.

With the funding, it has been created a financial mechanism in the form of a 'bonus' supporting directly the concert venues. The more emerging European acts the venues book, the bigger financial bonus (up to 40 000 €) they get at the end of the season (incentive to do more every year).

By 'emerging acts' it is intended: less than five years of professional experience, less than 3 albums published, but proof of professional activity.

By 'European' acts we mean EU28 + EEA + candidate EU countries.

MEDIA sub-programme

Why is it needed?

The audiovisual sector is transforming with the rise of digital technology.

This creates additional issues, such as the protection of intellectual property, securing access to financing in a relatively new and changing sector, and ensuring the proper distribution of works.

As such, Creative Europe aims to support initiatives that can generate a real impact for the sector across Europe, including supporting individual works, initiatives that promote new skills in the sector, and initiatives that promote international cooperation in the sector.

What does it support?

It supports the audiovisual and multimedia sector and provides opportunities for:

1. Initiatives that aim to promote the distribution of works and the access to markets;
2. Initiatives for the development of projects or a set of projects (slate funding);
3. Support for the production of television programmes or video games;
4. Activities to increase interest in and improve access to audiovisual works;
5. Activities that promote interests in films, such as cinema networks or film festivals;
6. Measures that facilitate international co-production and strengthen the circulation and distribution of works;
7. Activities to build the skills and capacities of audiovisual sector professionals.

CROSS-SECTORAL STRAND

Why is it needed?

A new financial facility, aimed to guarantee bank loans, would enable small operators to access up to EUR 1 billion in bank loans. This Facility will provide strong European added value and enable valuable networking and peer learning. It will seek to increase the number of financial institutions with expertise in the cultural and creative sectors, broaden their geographical spread and help to leverage significant private investment. It will also seek to change behaviour among some parts of the sector by encouraging a shift from a mentality of grants to loans, strengthening their competitiveness while reducing reliance on public funding.

What does it support?

The Cross-sectoral strand of the Creative Europe programme is designed to serve three primary functions:

1. The establishment of a [Guarantee Facility](#) targeting the cultural and creative sectors, to be launched in 2016, is designed to facilitate access to finance for micro, small, and medium sized organisations in the sector, as well as to improve the risk-assessment capacities of participating financial intermediaries;

2. The promotion of [transnational policy cooperation](#) activities to support the exchange of experiences and know-how relating to new business and management models;
3. Supporting a network of [Creative Europe Desks](#) designed to provide information about and promote the Creative Europe programme in their country, assist the cultural and creative sectors in relation to the programme and provide basic information on other support opportunities, provide assistance and support the Commission in communication and dissemination.

MAIN CHALLENGES FOR CREATIVE EUROPE

A fragmented market: Now there are many small markets that exist within EU largely due to language. This causes difficulties for artists and cultural works to break into new countries. In this regard **Creative Europe will work on** capacity-building to help artists develop international careers and foster international networks to create professional opportunities.

- **The digital shift:** There is a problem of changing how art is made, disseminated, distributed, accessed, consumed and monetised. **Creative Europe will focus** on audience development and capacity building to facilitate peer learning, knowledge transfer and faster adjustment.
- **Access to finance:** Currently chronic difficulties for SMEs in the sector to access bank loans exist. **Creative Europe aims to** create an incentive for banks to invest in these sectors by creating an entirely new financial facility to facilitate access to finance by guaranteeing bank loans.
- **Lack of data:** There are very little comparable data in cultural field making it difficult to create evidence based policies. **Creative Europe aims** to support better and more comparable data collection, studies, evaluation and statistical surveys. It will strive for Extension of mandate of European Audiovisual Observatory to other cultural and creative sectors.

WHERE TO FIND OUT MORE?

[Creative Europe](#) European Commission website:
<http://ec.europa.eu/programmes/creative-europe/>

Regulation establishing the [Creative Europe Programme](#)

National [Creative Europe Desks](#): find out yours!

Creative Europe [Call for proposals](#) on the website of EACEA

ERASMUS +

Erasmus+ is the EU Programme in the fields of education, training, youth and sport for the period 2014-2020, established with a Regulation adopted in December 2013.

Education, training, youth and sport can make a major contribution to help tackle socio-economic changes, the key challenges that Europe will be facing until the end of the decade and to support the implementation of the Europe 2020 strategy for growth, jobs, social equity and inclusion.

OBJECTIVES

The Erasmus+ Programme shall contribute to the achievement of:

- the objectives of the Europe 2020 Strategy, including the headline education target;
- the objectives of the strategic framework for European cooperation in education and training (ET 2020), including the corresponding benchmarks;
- the sustainable development of Partner Countries in the field of higher education;
- the overall objectives of the renewed framework for European cooperation in the youth field (2010-2018);
- the objective of developing the European dimension in sport, in particular grassroots sport, in line with the EU work plan for sport;
- the promotion of European values in accordance with Article 2 of the Treaty on the European Union.

FUNDING OPPORTUNITIES:

In order to achieve its objectives, the Erasmus+ Programme implements the following

Key Actions:

1) Learning Mobility of Individuals

2) Cooperation for Innovation and the Exchange of Good Practice

3) Support for Policy Reform



Useful Information:

Duration: 2014-2020

Budget: € 16.454 billion

Erasmus+ Programme web site:

http://ec.europa.eu/programmes/erasmus-plus/index_en.htm

EACEA's website:

http://eacea.ec.europa.eu/index_en.php

Erasmus Programme Guide:

http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide_en.pdf

List of National Contact Point:

https://eacea.ec.europa.eu/erasmus-plus/contacts/international-erasmus-plus-contact-points_en

OPPORTUNITIES FOR THE SECTOR

SECTOR SKILLS ALLIANCES (Key Action 2)

Sector Skills Alliances are transnational projects drawing on evidence of trends in a specific economic sector and skills needed in order to perform in one or more professional fields. Sector Skills Alliances will work to design and deliver joint vocational training programmes and teaching and training methodologies. A particular focus is to be put on work-based learning, providing learners with the skills required by the labour market. Sector Skills Alliances also put the EU wide recognition tools into practice.

Why is it needed?

Sector Skills Alliances aim at tackling skills gaps, enhancing the responsiveness of initial and continuing VET systems to sector-specific labour market needs and demand for new skills with regard to one or more occupational profiles. It aims at:

- modernising VET (Vocational Educational Training) by adapting to skills needs and integrating work based learning and exploiting its potential to drive economic development and innovation, notably at local and regional levels, increasing the competitiveness of the sectors concerned;
- strengthening the exchange of knowledge and practice between vocational education and training institutions and the labour market integrating work-based learning;
- facilitating labour mobility, mutual trust and increased recognition of qualifications at European level within the sectors concerned.

What does it support?

Each Sector Skill Alliance shall implement a coherent, comprehensive and variable set of interconnected activities, such as:

- Defining skills and training provision needs in a given specific economic sector;
- Designing joint curricula: designing or integrating EU sector-specific curricula or VET programmes and possibly qualification standards;
- Delivery joint curricula: EU sector-specific curricula that have been adapted or newly created following the analysis and forecasts of labour market needs for a given occupational profile.

Useful Information on SSA:

Duration:

Min 2 years – Max 3 years

Budget:

€ 700 000 – 1 000 000

(depending on the project duration)

Eligibility:

Programme Countries + Partners countries

(see Erasmus Programme Guide)

Erasmus+ sub-programme web site:

http://ec.europa.eu/education/opportunities/higher-education/business_en.htm

Who can take part?

Any participating organisation established in a Programme Country can be the applicant (**coordinator**). Such as, for example:

- A social partner or other representative of working life, including chambers of commerce, industry, craft/professional associations and trade unions;
- a cultural and/or creative body;
- and others.



In each country covered, a Sector Skill Alliance must have at least **3 full partners**, one from each of the following categories:

A) Public or private entities that provide VET

B) Public or private entities that have sector specific expertise and represent or are present in a given sector (at regional, national or European level) – such as an sectoral employers association

C) Public or private entities that have a regulatory function for education and training systems (at local, regional or national level).

Cultural and Creative sectors are directly and explicitly concerned by this programme.

Example of non-awarded SECTOR SKILLS ALLIANCES project

[Call Ref. EAC/S11/13](#)

Backstage Education and Training Alliance – B.E.T.A

Consortium:

CFPTS – CENTRE DE FORMATION PROFESSIONNELLE AUX TECHNIQUES DU SPECTACLE

(Applicant)

20 Partners (Education and Research Institutions; Enterprises; Public bodies; Representatives organisations)

B.E.T.A. is a project of Sectoral Alliance aiming at the creation of professional education in the Live Performance field, in particular for non-artistic works. The formal “mise en place” of this kind of education is quite recent, if compared to those of artistic works.

Indeed, the acquisition of this knowledge and specific expertise have been developed on the ground up so far.

However, the evolution of technologies and techniques is more and more addressing to several educational organisations in many EU countries the demand to build up targeted programmes aiming at satisfy different specific needs expressed by professionals.

*non-awarded due to unfulfilled eligibility criteria

KNOWLEDGE ALLIANCES (Key Action 2)

Knowledge Alliances are transnational, structured and result-driven projects, notably between higher education and business. Knowledge Alliances are open to any discipline, sector and to cross-sectoral cooperation. The partners share common goals and work together towards mutually beneficial results and outcomes.

Knowledge Alliances are meant to have a short and long-term impact on the wide range of stakeholders involved, at individual, organisational and systemic level.

Why is it needed?

The contribution of higher education to jobs and growth, and its international attractiveness, can be enhanced through links between education, research and innovation.

These constitute the three sides of the “knowledge triangle”, stimulating the development of entrepreneurial, creative and innovative skills in all disciplines, and promoting innovation in higher education through more interactive learning environments and increased knowledge-exchange.

What does it support?

The purpose of Knowledge Alliances is to strengthen Europe’s innovation capacity by fostering innovation in higher education via balanced, two-way knowledge exchange with enterprises and across the broader socio-economic environment. The following activities can be supported:

- ✓ **Boosting innovation in higher education, business and in the broader socio-economic environment;**
- ✓ **Developing entrepreneurship mind-set and skills;**
- ✓ **Stimulating the flow and exchange of knowledge between higher education and enterprises.**

What are the essential features?

- **Innovation:** in higher education and (through higher education) in enterprises and their socio-economic environment;
- **Sustainability:** of university business cooperation. A strong and committed partnership with a balanced participation;
- **Impact:** going beyond the project lifetime and the organisations involved in the Alliance.

Useful Information on KA:

Duration:

Min 2 years – Max 3 years

Budget:

€ 700 000 – 1 000 000
(depending on the project duration)

Eligibility:

Programme Countries +
Partners countries
(see Erasmus Programme Guide)

Erasmus Programme Guide:

http://ec.europa.eu/programmes/erasmus-plus/documents/erasmus-plus-programme-guide_en.pdf

Erasmus+ sub-programme web site:

https://eacea.ec.europa.eu/erasmus-plus/actions/key-action-2-cooperation-for-innovation-and-exchange-good-practices/sector-skills-alliances_en



COHESION POLICY and STRUCTURAL FUNDS

The Structural Funds are the financial instruments of European Union Regional policy, which is intended to narrow the development disparities among regions and Member States. Europe's poorer regions receive most of the support, but **all European regions are eligible for funding** under the policy's various funds and programmes. The Funds participate fully, therefore, in pursuing the goal of economic, social and territorial cohesion.

The rules covering all 5 EU structural and investment funds are set out in the **Common Provisions Regulation**. Further regulations set out specific rules for each fund.

1) European Regional Development Fund (ERDF)

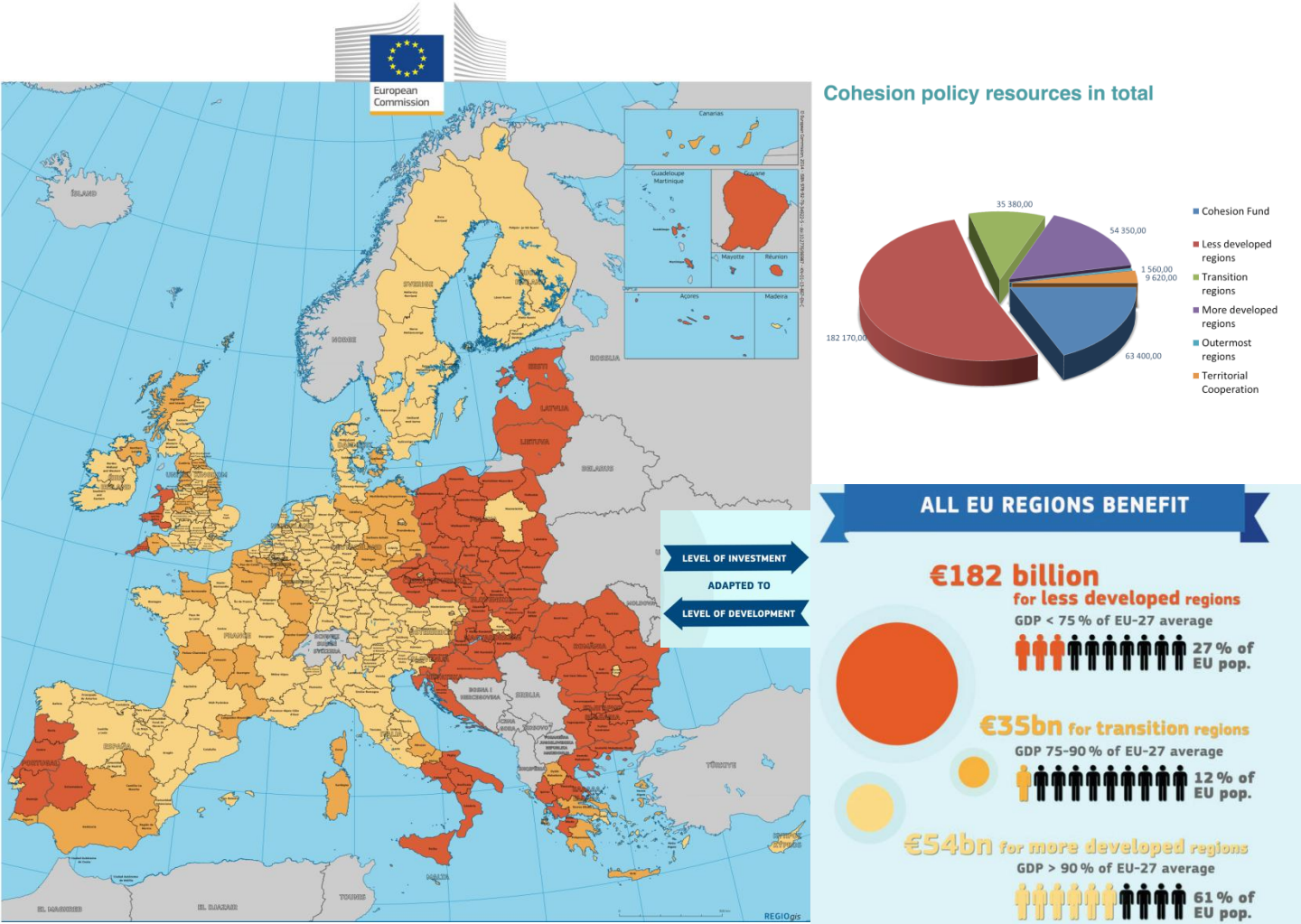
2) European Social Fund (ESF)

3) Cohesion Fund (CF)

+

European Maritime and Fisheries Fund (EMFF)

European Agricultural Fund for Rural Development (EAFRD)



HOW DOES IT WORK?

PROGRAMMING: 3 STEPS

1) COMMON STRATEGIC FRAMEWORK:

CSF is the comprehensive investment strategy of each MS. It defines a list of **thematic objectives** which are common across the funds. These objectives are aligned to the Europe 2020 strategy, which is the EU's growth strategy over this decade.

Thematic Objectives (TO)¹:

- [TO1] Research & innovation
- [TO2] Information and communication technologies (ICT)
- [TO3] Competitiveness of Small and Medium-sized Enterprises (SMEs)
- [TO4] Shift towards a low-carbon economy
- [TO5] Climate change adaptation & risk prevention and management
- [TO6] Environmental protection & resource efficiency
- [TO7] Sustainable transport & removing bottlenecks in key network infrastructures
- [TO8] Employment & supporting labour mobility
- [TO9] Social inclusion & combating poverty
- [TO10] Education, skills & lifelong learning
- [TO11] Institutional capacity building & efficient public administrations

2) PARTNERSHIP AGREEMENTS

Member States are required to draw up and implement **strategic plans with investment priorities** covering the five Structural Funds. These "Partnership Agreements" (PAs) are **negotiated between the European Commission and national authorities**, following their consultation of various levels of governance, representatives from interest groups, civil society and local and regional representatives.

3) OPERATIONAL PROGRAMMES

Until the Partnership Agreement is adopted, the Operational Programmes cannot be approved. The Commission also works with the Member States as they draw up "**Operational Programmes**" (OPs) breaking down the investment priorities and objectives of the Partnership Agreements into concrete actions. These OPs can cover entire Member States and/or regions, or be cooperation programmes involving more than one country. The Commission negotiates with the national and regional authorities on the final content of these investment plans. All levels of governance, including civil society should be consulted and involved in the programming and management of the OPs. The OPs are then **implemented by the Member States and their regions**. This means **selecting, implementing, monitoring and evaluating the individual projects according to the priorities and targets** agreed for the programmes with the Commission.

¹ Thematic Objective: 1 / 2 / 3 / 4 are financed through ERDF – European Regional Development Fund;

5 / 6 / 7 are financed through CF – Cohesion Fund;

*concerns only some MSs or Regions (check the map above).

8 / 9 / 10 / 11 are financed through ESF – European Social Fund.

STATE OF PLAY

The European Commission has adopted Partnership Agreements (PA) of every Member States, and is now analysing the Cohesion Policy Operational Programmes (OP) submitted by all countries, in which they outline their investment plans for EU Structural and Investment Funds for the 2014-2020 programming period.

97% of all REGIO-led OPs are now submitted, while 21 OPs have been adopted.

The Commission will continue thoroughly analysing the remaining Partnership Agreement and Operational Programmes, sending observations, where appropriate, to Member States.

MANAGEMENT MODE

The EU countries administer the funds on a decentralised basis through **shared management**.



For the funds to have maximum impact, national, regional and local authorities in EU countries must work together closely and in partnership with civil society stakeholders.

Involving partners in planning, implementing, monitoring and evaluating EU-funded projects enables EU countries to focus funds where the need is greatest and to make optimum use of resources.

OPPORTUNITIES FOR THE SECTOR

Culture is not directly mentioned among the thematic objectives as they constitute means rather than objectives. However, if contributing to the thematic objectives and investment priorities in a targeted way, investments in culture can have a positive impact on stimulating growth and jobs and could be supported. To this end the regulations include a number of specific references to culture.

INVESTMENT PRIORITIES

In particular the following thematic objectives (TO) apply:

- Strengthening research, technological development and innovation, including service innovation and clusters (TO 1);
- Enhancing access to and use of ICT, including e-culture applications and services (TO 2) – Digitalisation of Cultural heritage;
- Enhancing growth and competitiveness of Cultural and Creative SMEs (TO 3).
- Preserving and protecting the environment and promoting resource efficiency (TO 6) by protecting, promoting and developing cultural and natural heritage;
- Promoting employment and supporting labour mobility (TO 8) – by enhancing accessibility to, and development of, specific natural and cultural resources (as part of a territorial strategy for specific areas);

- Promoting social inclusion through improved access to social, cultural and recreational services and as part of urban regeneration schemes (TO9);
- Investing in education, training and vocational training for skills and lifelong learning by developing education and training infrastructure (TO 10);
- Joint spatial planning & management, e.g. planning of cross-border transport or energy links; sharing of existing sport and cultural infrastructure; joint management of two national parks located on the border (TO 11);
- Reinvesting in human capital by promoting the culture and language, of the neighbouring country, exploiting untapped potential of diversity, e.g. by developing bilingual curricula, school exchanges, organising joint sport or cultural events (TO 11)

FUNDING PRINCIPLES AND SCOPE

Investments in the field of culture will often be part of **integrated projects** at local, regional or national level, which are tailor-made to address specific needs for achievement of the Europe 2020 targets.

Investments in the renovation of historical buildings or building/renovation of cultural institutions should, thus, only be a priority if they are part of an overall economic development strategy for a specific territory/town and /or fosters the socio-economic integration of minorities through valorising their cultural background.

In any case, as already cultural infrastructure investments are **limited to small-scale infrastructure**, large scale cultural infrastructures are clearly not a priority and are to be excluded from ERDF co-funding.

Investments in culture that do not have **sustainable economic impacts** should not be a priority for the ERDF.

It is important to underline in this context that that Structural **funds cannot replace national budgets** in terms of maintenance of cultural heritage or crowd out private financing in creative industries but in line with the **additionality principle** must supplement and reinforce the general direction of MS investments.

Each investment should be **assessed on its merits** for local/regional development and **contribution to the specific objectives of the concerned OPs** and priority axes and the selected indicators and its cost-effectiveness.

Who can apply for regional funding?

Organisations that can benefit include public bodies, some private sector organisations (especially small businesses), universities, associations, NGOs and voluntary organisations.



How can I apply for funding?

Applications for funding should be submitted to the national or regional authority managing the relevant programme and covering a particular project.

Whom can I contact in my country to obtain further information?

Managing authorities in EU countries:

http://ec.europa.eu/regional_policy/manage/authority/authority_en.cfm

Europe Direct: EU service which answers all your questions about the European Union;

Representations of the European [Commission in EU countries](#);

Discover how the EU is investing in your region through the [projects database](#).

EMPLOYMENT and SOCIAL INNOVATION (EaSI)

The Employment and Social Innovation (EaSI) programme is a financing instrument at EU level to promote a high level of quality and sustainable employment, guaranteeing adequate and decent social protection, combating social exclusion and poverty and improving working conditions.

OBJECTIVES

This programme aims at:

- Strengthening ownership of EU objectives and coordination of action at EU and national level in the areas of employment, social affairs and inclusion;
- Supporting the development of adequate social protection systems and labour market policies;
- Modernising EU legislation and ensure its effective application;
- Promoting geographical mobility and boost employment opportunities by developing an open labour market;
- Increasing the availability and accessibility of microfinance for vulnerable groups and micro-enterprises, and increase access to finance for social enterprises.

FUNDING OPPORTUNITIES

EaSI brings together three EU programmes managed separately between 2007 and 2013: PROGRESS, EURES and Progress Microfinance.

These programmes form the three axes of EaSI. They support:

- 1) the modernisation of employment and social policies with the **PROGRESS axis** (61% of the total budget);
- 2) job mobility with the **EURES axis** (18% of the total budget);
- 3) access to micro-finance and social entrepreneurship with the **Microfinance and Social Entrepreneurship axis** (21% of the total budget).

DIRECT

Responsibilities are under the EC

Useful Information on EaSI:

Duration: 2014 – 2020 period

Budget: € 919,469,000

Eligibility:

EU countries; EEA countries, in accordance with the EEA Agreement, and EFTA countries; EU candidate countries and potential candidate countries, in line with the framework agreements concluded with them on their participation in the Programmes.

EaSI Programme Guide:

<http://ec.europa.eu/social/main.jsp?catId=738&langId=en&pubId=7682>

EaSI Programme web site:

<http://ec.europa.eu/social/main.jsp?langId=en&catId=1081>

PROGRESS axis: Modernising employment and social policies

Why is it needed?

PROGRESS is the EU's main instrument directly managed by the European Commission to promote policy reforms in employment and social policies. The programme aims to contribute to rolling out Europe 2020, including its headline targets, Integrated Guidelines and flagship initiatives.

It will continue to support EU policies in three areas:

- promoting a high level of quality and sustainable employment;
- guaranteeing adequate and decent social protection and combating social exclusion and poverty; and
- improving working conditions

What does it support?

Through PROGRESS the following strands of activities can be supported:

- Analytical, such as gathering policy evidence to be used by the European Commission in order to trigger/strengthen national debate at all stages of the policy cycle and to ensure correct and effective application of EU law in the Member States
- Mutual learning, awareness and dissemination: peer reviews on social protection and social inclusion policies in different EU Member States, exchanges of good practices and experience, Benchmarking of Public Employment Services (PES)
- Support for main actors: Key EU NGOs bring the perspective of their respective target groups and cross-cutting issues into different policy areas.

Who can take part?

EaSI is open to **all public and/or private bodies, actors and institutions**, included **Social Partners**.



Example of PROGRESS project – “Delivering on skills for growth and jobs”

European skills council in the audiovisual sector and live performance sector

Consortium:

UNI Europa (**Applicant**)

EBU, Pearle*, FIA, FIM, EFJ (**Partners**)

Call Ref. VP/2014/012

Budget: € 319 850,00

Setting up a solid structure for a European Skills Council in the audiovisual and live performance sectors, which will contribute to build better networks and linkages and consolidate contacts between national and European stakeholders engaged in the development of skills in the audiovisual and live performance sectors. Finally, it will provide data driven reports, with synthetic description and analysis, which will be useful for European and national policy makers.

EURES axis: promoting job mobility

Why is it needed?

The aim of this axis is to strengthen EURES, a European job mobility network that provides information, guidance and recruitment/placement services to employers, jobseekers and any citizen wishing to take advantage of freedom of movement for workers.

It covers **three thematic sections**:

- transparency of job vacancies, job applications and any related information for applicants and employers;
- development of services for the recruitment and placing of workers in employment;
- cross-border partnerships.

What does it support?

EURES promotes mobility of workers and individuals across the EU and the new EURES will focus on the following activities:

- the development of the multilingual digital platform and its self-service tools for the clearance of job vacancies and applications;
- the development of targeted mobility schemes (e.g. continuation of Your First EURES Job), following calls for proposals, to fill job vacancies where labour market shortcomings have been identified, and/or to help workers with a propensity to be mobile, where a clear economic need has been identified;
- the development and the activities of EURES cross-border partnerships, in particular the provision of information, counselling, placement and recruitment services for cross-border workers;
- mutual learning among EURES actors and training of EURES Advisers, including EURES cross-border partnership advisers;
- information and communication activities to raise awareness of the benefits of geographical and occupational mobility in general and of the activities and services provided by EURES.

Who can take part?

The EURES axis of EaSI is open to:

- national, regional and local authorities;
- employment services;
- social partner organisations and other interested parties.

Useful information about EURES axis

Duration: 2014-2020

Budget: 18% EaSI – € 20 million per year

EURES axis Website:

<http://ec.europa.eu/social/main.jsp?catId=1083&langId=en>



MICROFINANCE and SOCIAL ENTREPRENEURSHIP axis

Why is it needed?

The Microfinance and Social Entrepreneurship (MF/SE) axis aim to finance actions in microcredit and microloans for vulnerable groups and micro-enterprises, and in social entrepreneurship.

Its specific objectives consist in:

- increasing access to, and the availability of, microfinance for vulnerable groups who want to set up or develop their business and micro-enterprises;
- Building up the institutional capacity of microcredit providers;
- Supporting the development of social enterprises, in particular by facilitating access to finance.

Useful information about MF/SE axis

Duration: 2014-2020

Budget: 21% of EaSI

MF/SE axis Website:

<http://ec.europa.eu/social/main.jsp?catId=1084&langId=en>

What does it support?

MF/SE will continue to facilitate access to microfinance for individuals and micro-enterprises, while adding capacity-building for micro-credit providers and support for social entrepreneurship. Financing social entrepreneurship is a first for the European Commission. Under SE, depending on the country or region, funds will be used to help social enterprises take root and develop, or will be available for upscaling good ideas and best practices.

The European Commission does not directly finance entrepreneurs or social enterprises, but enables selected microcredit providers and social enterprise investors in the EU to increase lending.

Who can take part?

Organisations that can apply for funding are public and private bodies established at national, regional or local level and providing microcredit for persons and microenterprises and/or financing for social enterprises in these countries.



Funding for social enterprises

A total of €92 million will be available for the 2014-2020 period to support social entrepreneurs. The ceiling is €500 000 per enterprise, on condition the enterprise has less than €30 million annual turnover.

SOCIAL PARTNERS: SPECIFIC FUNDING OPPORTUNITIES

European social dialogue refers to discussions, consultations, negotiations and joint actions involving organisations representing the two sides of industry (employers and workers).

It takes two main forms:

- a tripartite dialogue involving the public authorities,
- a bipartite dialogue between the European employers and trade union organisations. This takes place at cross-industry level and within sectoral social dialogue committees.

Financial support is given to **transnational projects** carried out by social partners and others active in the field of industrial relations through the social dialogue budget lines.

Targeted Calls for Proposals are published twice a year by the European Commission – DG Employment, Social Affairs and Inclusion.



The strands of activities that have been funded so far are:

- **Support for Social Dialogue:** aiming at developing European social dialogue in its different dimensions of information exchange, consultation, negotiation and joint action;
- **Industrial relationship and Social Dialogue:** aiming at to finance consultations, meetings, negotiations and other actions designed to achieve these objectives;

Useful information

Duration: 2014-2020

Budget: depending on each single Call

Call for Proposals Website:

<http://ec.europa.eu/social/main.jsp?catId=629&langId=en>

Example of “SUPPORT FOR SOCIAL DIALOGUE” project (under evaluation)

OIRA II – Online Interactive Risk Assessment Tool for the Live Performance sector

Consortium:

UNI Europa (**Applicant**)

FIA, FIM, Pearle* (**Partners**)

[Call Ref. VP/2014/001](#)

Budget: 196 345,00 €

Duration: 2014 - 2016

The European Live Performance Sector Social Partners successfully developed and completed an OIRA tool for the sector, with a previous EU funded project (OIRA).

The Live Performance sector encompasses artistic productions and workplaces with such a diversity of elements to be considered in relation to occupational health and safety, that they can prove an enormous challenge. For this reason, the primary aim of that joint action was to provide a tool for risk assessment in the sector in Europe.

The production and finalisation of the OIRA tool was a very ambitious undertaking given the complexity of the productions and workplaces in the sector and the resulting massive range of risks to be taken into consideration.

The social partners therefore consider that the development and the finalisation of the tool is a very significant achievement of the sectoral social dialogue committee. They absolutely considered as essential to undertake a second (and final project) to maximise the visibility of the tool and its potential impact on working practices in the sector.

HORIZON 2020

Horizon 2020 is the biggest EU Research and Innovation programme ever, with nearly €80 billion of funding.

It aims to secure Europe's global competitiveness, strengthen its position in science and its industrial leadership in innovation by providing major investment in key technologies, greater access to capital and support for SMEs. The programme aims at tackling societal challenges by helping to bridge the gap between research and the market. Horizon 2020 is designed to be a different kind of EU research programme, funding the entire value creation chain from fundamental research through to market innovation.

OBJECTIVES

Horizon's 2020 objective is to secure Europe's global competitiveness. It shall contribute to the goal of creating new growth and jobs in Europe.

The programme will focus on raising the level of excellence in EU's science, making EU more attractive location to invest in research and innovation (competitive industries) and additionally focus on better society by addressing major concerns shared by citizens in Europe and elsewhere.

FUNDING OPPORTUNITIES

Horizons 2020 – 7 sub-programmes/pillars are:

- Excellent science,
- Industrial Leadership,
- Societal challenges,
- Spreading excellence and widening participation,
- Science with and for society,
- The European Institute of Innovation and Technology (EIT)
- Euratom

OPPORTUNITIES FOR THE CULTURAL SECTOR

Some of the themes included in Horizon 2020 scope that could be of interest for Performing Arts organisation might be:

- Information and Communication Technologies (ICTs),
- Socio-economic sciences and the humanities (SSH);
- Innovative use of Cultural heritage may be of interest to: an example could be a project on ICT for access to cultural resources;
- Clusters funded project for new value chains;

However, any Culture-based projects may be funded under several strands of Horizon2020, depending on the contents and objectives of specific Calls for Proposals.



Useful information on HORIZON 2020

Duration: 2014-2020

Budget: € 80 billion

Horizon 2020 Website:

http://ec.europa.eu/research/horizon2020/index_en.cfm?pg=home&video=none



COSME

(COMPETITIVENESS OF ENTERPRISES AND SMALL AND MEDIUM-SIZED ENTERPRISES)

The COSME programme builds upon the Entrepreneurship and Innovation programme (EIP) established for 2007-2013 under the Competitiveness and Innovation Framework Programme (CIP), with the main exception of innovation related activities that will be prolonged under Horizon 2020. It has been established by a Regulation adopted in December 2013.

OBJECTIVES

COSME aims at supporting the competitiveness, growth and sustainability of EU's enterprises, in particular SMEs, and promoting entrepreneurship. To reach this, the programme eases SME's access to finance by providing loan guarantees and risk-capital, facilitates access to new markets inside and outside the EU and improves the framework conditions for businesses, e.g. by reducing the administrative burden on SMEs.

Its main challenge is to stabilise the financial and economic system while taking measures to create economic opportunities.

FUNDING OPPORTUNITIES

COSME will support the following areas:

- Better access to finance for SMEs (60% of budget)
 - Loan Guarantee Facility
 - Equity facility for growth
- Improving Access to markets (21%)
 - Financing the Enterprise Europe Network
- Supporting entrepreneurs (2,5%)
 - Entrepreneurship Action Plan 2020, which includes:
 - Entrepreneurship education;
 - Improving the business environment so entrepreneurs can grow and flourish;
 - Role models and outreach to specific groups.
- More favourable conditions for jobs creation and growth (11,5%)
 - Reduction of administrative and regulatory burden
 - Identification and exchange of best practices among national administrations to improve SMEs policy
 - Analytical tools for better policy
 - Sectoral actions
- Clusters internationalisation programme for SMEs (promote cross-sectoral cooperation in emerging industries).



DIRECT

Responsibilities are under the EC

Useful information on COSME

Duration: 2014-2020

Budget: € 2.3 billion

COSME Website:

http://ec.europa.eu/enterprise/initiatives/cosme/index_en.htm

EASME website:

http://ec.europa.eu/easme/cosme_en.htm

Enterprise Europe Network (EEN) website:

<http://een.ec.europa.eu>