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BUREAU OF THE
STEERING COMMITTEE FOR CULTURE, HERITAGE AND LANDSCAPE
(CDCPP)

COMPENDIUM OF CULTURAL POLICIES
FOLLOW UP TO THE DONORS' MEETING

Secretariat Memorandum
prepared by the
Directorate of Democratic Governance
Democratic Institutions and Governance Department

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Introduction

In the light of the Council of Europe's strategic priorities, and prior to any choice on future budgets, there is a need to rethink the role and governance/business model of the Compendium of cultural policies which has been in existence for over 20 years.

The Compendium has provided an effective tool for publishing, disseminating and making available on-line crucial information on national cultural policies, mechanisms and processes. Set up and hosted by the Council of Europe, the Compendium is managed by an operational partner (ERICarts) on the basis of an agreement concluded with the Council of Europe and with mixed funding - a direct Council of Europe grant and indirect member States' grants (voluntary contributions) channelled to ERICarts through the Council of Europe¹.

In its current format, the Compendium contains information about cultural policies in 43 member States of the Council of Europe. It is used by national/regional administrations as a source of comparative information on trends and measures at national level, and also by a growing number of independent researchers, academia and think tanks with the same interests.

Possible business models for the financing of the Compendium

The future financing of the Compendium has been discussed on several occasions by the CDCPP, most recently in June 2015 (see more information in this point in the Appendix). The Committee, having taken note of the report on revising the financing and management of the Compendium, "stressed the importance it attaches to this flagship CDCPP project, whilst also having regard to the IFCD. Aware of the need to provide the Compendium with solid and stable financial foundations for the future, it entrusted an enlarged working group of interested delegations with the task of further exploring viable solutions".

The working group met in Strasbourg on 4 November and was attended by CDCPP members from Austria, France, Finland, Lithuania, Netherlands and Switzerland, as well as by representatives from the French Permanent Representation, ERICarts and the Boekman Foundation.

In addition to the models examined at the working group meeting on 18 May 2016, two further documents offering various options were submitted by Mr Andrew Ormston, national Compendium author for the UK and Ms Vesna Čopič, ECURES President and national Compendium author for Slovenia. The Group also heard a presentation of the Herein Business Model by Ms Orane Proisy, National Coordinator for France for the European Heritage Network (HEREIN).

At the close of the meeting, the following were agreed.

¹ In the past five years, the following countries have supported the Compendium through voluntary contributions: Austria, Croatia, Finland, France, Hungary, Monaco, Netherlands and Switzerland. In the same period, Compendium Authors' Meetings were hosted by: Poland, Belgium (twice), Austria and Finland.

After considering all the options, the recommended solution was a Consortium, comprising the Council of Europe, the member States, ERICarts, Research Institutes, Universities and Foundations. The Consortium would be self-sustaining, putting an end to the need for fundraising, and its members would pay a membership fee by way of contractual obligation.

The Consortium members would have joint responsibility of the future direction and management of the Compendium. It would therefore be necessary to reorganise the current joint ownership of the Compendium between the Council of Europe and ERICarts.

During the discussions, it was stressed that the legal nature of the consortium would be of paramount importance, in order to ensure that member states would have no difficulty with financing it. The choice of the legal entity offering the best advantages would probably also dictate the choice of the headquarters (the state where the consortium would be incorporated).

It was considered important and urgent that CDCPP members be informed and invited to express their interest in joining and if so, to identify the types of legal entities with which their State could work. A draft letter would be discussed and approved by the Bureau at its meeting from 22-23 November.

In the light of the replies received, the Secretariat would plan further steps – including formal endorsement by the CDCPP at its 2017 session. The first Consortium Stakeholder meeting could be held in late spring and possibly again in Prague in autumn 2017, in the framework of the next Compendium Assembly of National Authors meeting to be held under the Czech Republic Chairmanship of the Committee of Ministers.

Action required

The Bureau is invited to:

1. take note of the progress made on developing a financing and management model for the Compendium and comment as appropriate;
2. agree to the draft letter inviting member States, through their CDCPP members, to explore their member State's wish to join the Consortium and indicate what type of institutions they could work with;
3. appoint a Bureau member to take part in the first Consortium Stakeholders meeting being held in late Spring 2017.

Appendix

Prior work on the future financing of the Compendium (in reverse date order)

1. *CDCPP Plenary Session, 13-15 June*

The CDCPP took note of the report on revising the financing and management of the Compendium and stressed the importance it attaches to this flagship CDCPP project, whilst also having regard to the IFCD. Aware of the need to provide the Compendium with solid and stable financial foundations for the future, it entrusted an enlarged working group of interested delegations with the task of further exploring viable solutions, including, for example, that of a consortium of interested stakeholders, a Partial agreement or a direct financial assistance from the EU.

The CDCPP suggested that the group, to be convened by the Secretariat in Autumn 2016, reports to the Bureau and subsequently to the CDCPP in 2017.

The Committee unanimously declared its support for the Compendium with a view to securing stronger political and financial support from the Committee of Ministers.

2. *Ad hoc Working Group on financing the Compendium meeting, 18 May*

Representatives of Finland, Netherlands and Switzerland, as well as Professor Andreas Wiesand of ERICarts and the Secretariat, further discussed the options available, and agreed the following:

2.1 *General assumptions*

- The solution (yet to be) found should not impact negatively on member States' contribution to the Compendium, or give the impression that the development of the Compendium was no longer the responsibility of the CDCPP and its member States.
- The Compendium management should continue to follow Council of Europe principles, as well as CDCPP guidelines on aspects such as to what extent commercial organisations would be entitled to participate in the system, or on the continued development of the Compendium respecting Council of Europe priorities.
- The Council of Europe would continue to contribute financially to the project, albeit, in all likelihood and as from 2018, tokenly.

2.2 *Practical and financial assumptions and conditions*

- The project would initially need a minimum annual budget of at least 85 000 € for it to be maintained effectively, but would require a higher annual budget in the long term.²
- Any decisions on commercialisation of the Compendium, or any aspect of it, would have to be jointly agreed by the Compendium partners in line with CDCPP preferences.
- If a fee were to be charged for the content, such as under the part contribution/part user-funded model suggested above, it should not be applied to the country profiles, which, as the most basic information service, would remain free. However, fees could be applied to the users of "value added" services of the Compendium (eg comparative print-outs) or derivative products.

² The current split of financial provision between the Council of Europe and member States (voluntary contributions) is 30%-70%.

- Any tendering for the operational running of the project would depend on realistic financial perspectives. It should be comprehensive and include a request for a work plan, budget and additional management and development options.
- Publishing houses as partners or project operators were currently excluded as viable options for the future.

2.3 *Alternative solutions*

After discussing the suggested business models at the meeting on 9 February, the working group proposed the alternatives below for discussion by the CDCPP plenary. In each of these models, the Council of Europe would play its role, to ensure the affiliation of the Compendium project with the Organisation.

a. *Continuation of the CoE-ERICarts partnership as before*, with the hope of an increase of voluntary contributions made to the Compendium by member States or the attraction of other support funds.

b. *Transfer of responsibility for Compendium management to ECURES* or another organization. ECURES would ensure continuity in management staff. Furthermore, it has a work basis of 100 members many of which are (or have been) Compendium experts and cultural policy specialists. This solution could lead to the involvement of additional specialists. Finally, on the basis of its different legal structure, it would not be caught by the same financial restrictions as the ERICarts Institute.

c. *Establishment of a new consortium*, whose members would include ERICarts' Associates (eg Boekman Foundation (Netherlands) or CUPORE – the Finnish Foundation for Cultural Policy Research), supporting member States and research institutes, with a CDCPP member on the Board. It could have a legal statute similar to that of Herein AISBL: International Association of the European Heritage Network (if legally established in Belgium). It would also need a set of guiding principles, some of which could be taken from the Administrative Arrangement between the Council of Europe and ERICarts.

d. *Transforming the project into a membership organization* where members would pay a fee, the amount of which would depend on their status. Members could include academic institutions, cultural institutions, Council of Europe member states, individual users, etc. This model was expected to generate some funds but not necessarily secure the daily management of such a complex project.

2.4 *Recommendation by the Ad hoc Working Group on financing the Compendium*

The preferred option of the Group is the establishment of a new consortium (option 3 above) since it implies a strong driving force for the project, and, if selected, the Group would aim to have it in place by the end of 2017. The consortium could entrust the practical management of the Compendium either to the ERICarts Institute, to ECURES or to another body and/or build synergies with other initiatives in view of the most cost-efficient method of running the information system. The consortium would enhance fundraising opportunities through dedicated action and networking with a multitude of public and possibly private partners.

3. *CDCPP Bureau Meeting, 21-22 April*

The above models were submitted to the CDCPP Bureau which instructed the Secretariat to organise a meeting to discuss the business models, inviting CDCPP members from member States which had previously made voluntary contributions in support of the Compendium.

4. *Meeting between the CoE Secretariat and Ericarts, 9 February*

The models debated during the meeting included the following:

- A part-contribution/part-user-funded model: according to this model, data about States paying a significant contribution to the Compendium would be freely accessible; the remaining member States' profiles could be accessed for a user fee.
- Universities that use the Compendium heavily in their teaching of cultural policy courses (as do between 20 and 25, according to available data) could also possibly pay a voluntary contribution.
- Should ERICarts want to cancel its participation, Universities or even some major publishing houses in Europe could be approached to check their interest and capacity to run the Compendium on their own.
- ECURES³, the sister association of ERICarts, could oversee the Compendium. Since the staff who manage ECURES also manage the ERICarts Institute, this would ensure continuity in project management if ever ERICarts had to step down from its commitments.⁴

³ The European Association of Cultural Researchers (Ecures) is a founding body of the ERICarts Institute and dedicated to advancing cultural research through conferences, publications and other means. It has 101 members in 32 countries, in Europe and other parts of the world. Thirty-two of these members are Compendium Authors.

⁴ This would be due to its legal status as a non-profit GmbH - which rules out running projects if ever they become loss-making.