



ASSITEJ Executive Committee Meeting: Prague, Czech Republic 27 September - 3 October 2024

Present Members of the Executive Committee:

In person:

Susan Jessica Giles, *President*, Australia (Sue)
Louis Valente Sørensen, *Secretary General*, Denmark (Louis)
Émilie Robert, *Treasurer*, France (Émilie)
Seok-hong Kim, *Vice President*, South Korea (Seok-hong)
Paulo Ricardo Merisio, *Vice President*, Brazil (Paulo)
Carole Umuliga Karemera, Rwanda (Carole)
Gonzalo Moreno, Spain (Gonzalo)
Jonathan Dafydd-Kidd, UK (Jon)
Julia Dina Heße, Germany (Julia)
Maria Luisa Labuhn, *Young Dance Network* (Bebê)
Stavros Stavrou, Cyprus (Stavros)
Theis Håvard Fincekhagen Campbell Irgens, Norway (Theis)
Yannick Louis Marie Boudeau, Belgium (Yannick)

Online:

Selloane Mokuku, *Vice President*, South Africa (Lalu)
Shoaib Iqbal, Pakistan & New Zealand (Shoaib)

Present Staff Members:

Christopher John Blois-Brooke, *Staff Member*, UK (Chris)
Marissa Garay Tostado, *Staff Member*, Mexico (Marissa)

Guests present during specific meetings:

Jennifer Andersen, *External Evaluator* (Jenny)
Richard Sallis, *External Evaluator* (Richard)
Aidel Pelegrin, *ASSITEJ Cuba* (Aidel)
Dailin Anaya, *ASSITEJ Cuba* (Dailin)
Dayana Deulofeu, *ASSITEJ Cuba* (Dayana)
Dorian Diaz de Villegas, *ASSITEJ Cuba* (Dorian)



Jose Brito Cordero, *ASSITEJ Cuba* (Jose)
Kenia Rodriguez, *ASSITEJ Cuba* (Kenia)
Nevalis Quintana, *ASSITEJ Cuba* (Nevalis)
Estelle Derquenne, *ASSITEJ France* (Estelle)
Bruno Frabetti, *La Baracca* (Bruno)

Agenda

- 1. Welcome from President and Host**
- 2. Review of EC Schedule**
- 3. Regularity of the Meeting**
- 4. Present, Absent, Number of Voters**
- 5. Proposal and Approval of Agenda**
- 6. Conflicts of Interest**
- 7. Access Riders**
- 8. General Reports**

- 8.1. President's Report
- 8.2. Secretariat Report
- 8.3. Treasurer's Report
 - 8.3.1. Budget Check & Projection 2024
 - 8.3.2. Bank Proxy
 - 8.3.3. EC Liability
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 - 8.3.5. EC Travel Support

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11. Ratifications

- 11.1. Online Votes



- 11.1.1. Membership Fee ASSITEJ Zambia
- 11.1.2. Travel Support Pamela Udoka
- 11.1.3. Application EU Call for Tender (online vote: 12 in favour & 1 abstention)
- 11.1.4. Affiliate Application: Ghana

12. Memberships and Member Requests

- 12.1. ASSITEJ Burkina - Reduction of Member Fee
- 12.2. ASSITEJ Senegal Membership Application & Reduction of Member Fee
- 12.3. Waive of Fee ASSITEJ Mozambique
- 12.4. ASSITEJ Greece - On Their Way to Create a Centre
- 12.5. Ending of Memberships: Slovakia, Azerbaijan & Bulgaria
- 12.6. ASSITEJ Haiti Update
- 12.7. ASSITEJ Lebanon
- 12.8. ASSITEJ Zimbabwe

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- 13.1. Administration of ASSITEJ - MOU Proposal for La Baracca, Roberto is Retiring from ASSITEJ.
- 13.2. Call for Tender Update
- 13.3. ASSITEJ Spotlight Award: Ready for AAG2025?
- 13.4. ASSITEJ Spain's Engagement with Staff for World Day Campaign
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15. Next EC Meetings

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16. Representation of ASSITEJ at Upcoming Events

17. Reports from Working Groups & Committees

17.1. General Update on Progress

17.2. Any Proposals that Require EC Decision

18. Any Other Business

19. Closure & Thanks

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1. Welcome from President and Host

Sue welcomed the new EC.

2. Review of EC Schedule

Sue reviewed the schedule for the upcoming days.

3. Regularity of the Meeting

Sue, in her capacity as President, confirmed the regularity of the meeting, complying with the provisions of Article 10.2 of the Constitution, to discuss and deliberate on the presented agenda.

4. Number of Voting EC members present

27 September: 1 absent (Yannick), 14 voters

28 September: 1 absent (Yannick), 14 voters

29 September: 0 absent, 15 voters

30 September: 0 absent, 15 voters

1 October: 0 absent, 15 voters

2 October: 0 absent, 15 voters

5. Proposal and Approval of Agenda

Sue went over the official agenda for the meeting, which the EC approved unanimously by a show of hands.

6. Conflicts of Interest

Louis declared that the budget 2025-2028 includes his salary. Louis is both employed by *ASSITEJ International* and a part of the Executive Committee. He suggests that the best way to deal with his double role is by having an employment committee of EC members where he is not present.



7. Access Riders

Jon thanked those who completed the access riders previously sent out. He explained this is something new, not fixed, and that can be changed as needed. Jon is the only one who has seen the content of these riders for now, and we create protocols for where these documents sit and who has access to them.

Jon asked for feedback on the process. The feedback and conversation can be read in *Annex 1*.

8. General Reports

8.1. President's Report

Sue went over the President's Report (*Annex 2*).

Reflecting on Cuba:

Sue said sometimes we move on to the next thing too quickly. She is very aware of what happened in Japan; engagement and membership fell, and we don't want that impact. We need to have structures before we even begin to know what the long-term aims are.

Bebê expressed that Cuba was an example of how things should be. The little help we gave to centres to meet went a long way. Although it was hard on everyone, it was a very different case. It is important to have a rotation around the world so that everyone can participate and attend from different places.

Louis shared that *ASSITEJ Cuba* is now going to put on a festival. Cuba is state-funded, and with the Congress, they have raised their status and will be bringing ideas of things they want to do. Maybe they can invite us to be partners, and this is a practice that *ASSITEJ International* can continue to work on with hosts. We



should continue to work with *Iberescena* and give energy to the countries that participated and want to keep the momentum going. This is important for the regional development programme as well. Maybe we should define from now on that there will be a process after the event with possibilities of projects to invite hosts to have a longer relationship with the event.

Julia mentioned the idea of having a post-congress had been great and we should think of always planning sometime after. From experience with countries that are further away, she asked how we can bring what happened far away to members who haven't participated. When we think the longer term of events in the region, how can we communicate and share our experiences? One Ibero American centre's perspective was that it was a mistake to hold the Congress in Cuba and people were being too kind with their remarks; Julia thinks it's important to manage expectations and solidarity for the regional development programme.

Paulo added that some things that happened in Cuba were complicated and brought forth these feelings, but it was very important to have the association in a different part of the world. Maybe the name of regional development isn't the best name, and we can rethink it because it feels like a top-down concept. It is very important to have this movement and understand how people do TYA in other places and connect. We can't always have a European level of hosting.

Stavros suggested making a part of the bidding for future Congresses and ASSITEJ Artistic Gatherings a process what the legacy will be in the following years.

8.2. Secretariat Report

Louis went over the Secretariat Report (*Annex 3*).



Jon asked if there was a plan to finish the digital VAT reporting system at some point for future events. Louis responded that it is not the plan for the *ASSITEJ Artistic Gathering 2025*. Depending on the hosts of the *2027 ASSITEJ World Congress* in Korea it could be considered. It also depends on a risk assessment because when *ASSITEJ International* cash in the money the Association is also legally responsible and have the risk to get high fines if there are mistakes in the digital financial reporting to the Italian VAT agency.

8.3. Treasurer's Report

8.3.1. Budget Check & Projection 2024

Émilie went over the Treasurer's Report (*Annex 4*) and Budget Check & Projection document (*Annex 5*) for 2024.

Membership fees have decreased compared to previous years. For co-financing this is not positive but from 2025 the new membership fee rates will be implemented, which will increase the income from membership fees. The final 'Creative Europe' grant from the BCR project 2022-24 may be a bit less than what was anticipated in the application budget but in line with the budget projection presented in September 2023.

Louis shared that the amount being added to the reserve is with a conservative view of not getting the full grant.

8.3.2. Bank Proxy

According to article 11.2.9 of the Constitution, the Executive Committee consented to the President, Susan Jessica Giles, as the legal representative of *ASSITEJ International ETS* delegating the Treasurer Ms. Émilie Robert, born in Boulogne-Billancourt, France on 21/10/1972 and residing in Marseille, France, and the Responsible Administrator, Mr. Roberto Frabetti, born in San Lazzaro di



Savena (BO), Italy on 14/04/1954 and residing in Bologna, Italia the disjoined powers necessary to manage the bank account of the Association at Banco BPM (actual branch address: Filiale di Bologna Ag. 9, Via di Corticella, 205, 40128 Bologna, Italy).

The Executive Committee also consents that the President delegates the powers to carry out ordinary operations, including but not limited to, depositing and withdrawing money, requesting chequebooks, endorsing and signing checks, requesting banker's drafts, debit or credit cards, using the bank's online services and conducting operations for all effects and purposes with Banco BPM on the bank account registered in the Association's name.

The powers granted do not require any further authorisation or confirmation.

Aware of and accepting the consequences deriving from the absence of the conditions provided for in paragraph 1 of Article 1389 of the Italian Civil Code ("the representative's full possession of faculties), these powers are granted for the purposes of the acts performed by Ms. Émilie Robert (Treasurer) and Mr. Roberto Frabetti (Responsible Administrator) on behalf of the Association, exempting the Bank from each and any inquiry and responsibility in connection thereof.

With regard to the powers as hereinabove granted, the Bank is held harmless and released from any responsibility, damage or inconvenience that may arise at any time.

The President further undertakes to send written notice to the Bank by means of registered letter in case of suspension, cancellation, waivers or changes in the powers granted to Ms Émilie Robert and Mr. Roberto Frabetti.

Jon asked if Roberto is the only one with access and if Émilie will have access as treasurer. He suggested it should be two people having access to the account.



Sue stated she has access, but we grant Roberto the access because he is physically there and is the person responsible in the constitution (we are required to have an administrator). Going forward, the Treasurer will be more central to the finances of *ASSITEJ*.

8.3.3. EC Liability

Émilie went over the Unlimited Liability document (*Annex 6*).

8.3.4. EC Insurance

Émilie brought up the issue of what would occur if something happened to an EC member during travels. Each may be in a different situation depending on personal insurance, or from their centre or employer. She will send an email so that everyone is aware of their situation. We must find if there is a way for the association to protect the EC, but it may be complicated.

8.3.5. EC Travel Support

Émilie explained there will be an amount in the budget for travel support to EC members. One system would be to have a basic amount for everyone and then additional money for those who may need more support. She will send an email to ask who is paying for EC members' travels and then will let everyone know about the amounts we can establish.

Sue clarified this will be a new travel policy.

Louis asked the EC to vote to approve the principle of having a basic amount and then increasing it when needed.

Carole suggested also looking at 'Creative Europe' for mobility funds. She said it was important to know where future meetings would be happening and asked



if travel support included visa costs. Émilie responded that, for now, it is just the flight, but we will get all the information and see what is possible.

VOTE:

Does the ASSITEJ EC agree with the idea of a base rate for every EC member, as well as creating a pool of funds to support in other circumstances?

Unanimous vote in favour.

9. Creation of and Work in Working Groups & Committees

Louis introduced the new structure proposal for working groups and committees (*Annex 7*).

Sue explained that the new groups are framed within the different projects we have.

Marissa proposed creating a communications committee consisting of one member from each working group to improve communication about the different projects and areas the EC is working on. Having tasks from other groups makes it easier for the communications group to make a plan.

Paulo asked if working groups would make final decisions or if they would bring it up to the whole EC. Louis responded that working groups can make decisions within the group if they are small decisions. Some larger decisions should be prepared in the working group and then presented to the whole EC to comment and decide. He added that the working group can also look at deliverables and budget as a group and then bring back anything urgent for the EC to make decisions.

The EC gave feedback and shared thoughts about each specific section. See more details in *Annex 8*.



10. Regional Round Table

Regional Collaboration Programme:

Seok-hong asked if the deadline for the Regional Collaboration programme could be changed. Louis shared that the Ibero American Network is working on something to submit and asked if anyone else knew of other regions.

Carole mentioned ACYTA wanted to, and Seok-hong said so did the Asian Network.

Paulo mentioned we haven't announced to members that we have the EU funding and they should know that they will have money.

Louis agreed to postpone the deadline and offer an info session about the vision and practicality.

Stavros mentioned that the Slavic countries were asking about eligibility, and Louis responded that the call states that the focus of the programme is any region outside the European Union.

Carole asked how to approach geography as well in terms of sustainability; we need to ask members to consider all issues. Sue mentioned the whole point was for people to be able to reach it easily, and it does remove some international connection.

Carole asked to discuss the real objective of the programme. If we go through Europe, we will receive too many from Europe, more than the rest of the world; we could make a specific call for Eastern Europe through Creative Europe, for example.



Bebê said it's most unlikely we'll have Latin America because we just had something there, so we should not exclude Europe. Paulo mentioned the need to think of what is useful to strengthen the association, and that is why it's important to think about other regions. How can we continue to be present in South America or Africa, how we can grow.

Louis clarified the decision to have a year without an *ASSITEJ Artistic Gathering* in this term was to reduce workload and financial investment so we could invest more time and budget in regional collaborations. Every region has different needs, and the idea is to assist and support different Centres in the way they need. The key is to ask Centres to think strategically about what they want to achieve as a collaboration of centres.

Stavros shared that the Small Countries Network applied for a cultural solidarity fund, and all European countries are eligible. Maybe we could use it and encourage Eastern European countries to apply there, and we could also link to Ukraine and the Impact of Crisis committee.

ACYTA:

Lalu gave an update on the ACYTA Network. See the report and EC conversation in *Annex 9*.

11. Ratifications

11.1. Online Votes

The Secretary General went over the following votes made online by the EC since the last meeting of the Executive Committee.



11.1.1. Membership fee ASSITEJ Zambia

This vote was done on 30 May 2024. The Solidarity Fund will cover two years of arrears for Zambia who were present in Cuba to allow them to vote during the General Assembly. 12 voted in favour in the online vote.

11.1.2. Travel Support Pamela Udoka

15 voted in favour online of supporting Pamela Udoka's travels (previous EC member).

11.1.3. Application EU Call for Tender

12 voted in favour online of applying to the EU call for tender, there was one abstention, and two did not vote.

11.1.4. Affiliate Application: Ghana

12 voted in favour online of accepting Ghana as an *ASSITEJ* Affiliate, and three did not vote.

11.1.5. ASSITEJ Zimbabwe

The EC decided in Cuba not to support *ASSITEJ Zimbabwe* economically because they owed six years.

VOTE:

***Does the ASSITEJ EC ratify the votes made online previously?
Unanimous vote in favour.***

12. Memberships and Member Requests

12.1. ASSITEJ Burkina - Reduction of Member Fee

Louis explained that the EC in the last term created a way for members to inform *ASSITEJ* about their economic distress situation with a Google form. This is a first



trial as a process of waiving fees, and Burkina has sent in a request. This helps us understand Centres and ways we can help them in the future.

Sue read an additional letter sent by *ASSITEJ Burkina* asking to pay a flat fee of \$100 for 2 years.

See the economic distress request form and letter in Annex 10.

Carole asked that if the request was accepted, we also need to think about engaging. Cocreation is a way to help; the regional programme could pay the fees for the next couple of years, for example. This is a way to show people to get on their feet again.

Yannick shared he was surprised they are willing to pay \$100; this shows they want to stay involved.

Lalu mentioned scenarios like these are good to begin conversations around funding. How could we find strategies for contributions, how can we envision how Centres could source funds for their membership? Where does their commitment to pledge \$100 come from? Maybe we can understand how to mobilize resources for other Centres.

Louis proposed the EC accept the flat fee with the mutual expectation that we engage with them in the membership working group and have some conversations.

Jon pointed out the letter mentions 2023 & 2024, and 2025 is very soon. Louis suggested including 2025.

VOTE:



Does the ASSITEJ EC approve the proposal of \$100 to include unpaid dues of 2023-2025 for ASSITEJ Burkina, with the understanding that we will follow up with them on the process moving forward?
Unanimous vote in favour.

12.2. ASSITEJ Senegal – Membership Application & Reduction of Member Fee

Carole read the application for membership from Senegal (*Annex 11*).

VOTE:

Is the ASSITEJ EC in favour of accepting Senegal as a National Centre of ASSITEJ?

Unanimous vote in favour.

Yannick shared that Mamby Mawine has a festival in March/April 2026 and would be very happy to host an EC meeting. She collaborates with Belgian and French companies and works a lot with and for children who live on the streets.

Sue read the economic distress form for a fee waiver and the request letter sent by Senegal. A fee waiver was requested for one year. Yannick suggested making it for 2024-2025 as well.

See the economic distress request form and letter in Annex 11.

Lalu added that for ACYTA their festival is very strategic because it could be a good place for other African centres to converse. ACYTA has found that several African countries haven't paid membership fees and it becomes tricky saying they are members and having them participate. It would be strategic to waive 2025 because their intentions support the vision of reviving ACYTA. Mamby's contribution has been invaluable even before being a member.



VOTE:

Does the ASSITEJ EC approve the proposal for a fee waiver for ASSITEJ Senegal for 2024 and 2025?

Unanimous vote in favour.

12.3. ASSITEJ Mozambique - Reduction of Member Fee

Sue read the economic distress form for a fee waiver and the request letter sent by ASSITEJ Mozambique.

Paulo shared there has been much involvement in the Lusophone Network from Mozambique.

See the economic distress request form and letter in Annex 12.

Lalu shared that during conversations within ACYTA, paying has become an issue and if Mozambique is granted an opportunity, this will boost some confidence. She suggested the waiver be for 2025 as well. She added that Yuck Miranda from ASSITEJ Mozambique is very enthusiastic, has much interest and is playing a huge role in facilitating language and translation issues, he is a huge asset.

VOTE:

Does the ASSITEJ EC approve the proposal for a fee waiver for ASSITEJ Mozambique for 2023, 2024 and 2025?

Unanimous vote in favour.

12.4. ASSITEJ Greece - On Their Way to Create a Centre

Louis shared that Greece is establishing a Centre and has created a constitution; they will send an application soon. Marilena Triantafyllidou, from Greece, was in Cuba.

Stavros shared that they are also in communication with the current ASSITEJ Affiliate from Greece. He mentioned Cyprus had some meetings with them and



they used the *ASSITEJ Cyprus* statute as a basis. The Greek theatre industry is huge and includes TYA. There was a Centre in past and they have the support from the previous founder; there was a need for a structure to help improve conditions for artists. They will have an assembly in the next few months to establish a Centre.

Stavros shared his worries about fees because he feels they are high and not sure how it will work.

Louis and Sue have given feedback on their current constitution but it may still require further conversation.

Paulo asked what happens when there is an existing Affiliate and a Centre is created, does the Affiliate cease to exist? Louis responded that the suggestion is asking them to join, but we don't have a current procedure.

12.5. Ending of memberships: Slovakia, Azerbaijan & Bulgaria

Marissa explained that there have been multiple attempts to communicate with these Centres with no success, and we have not received payment from them in several years. They all received letters in 2023 asking them to communicate with *ASSITEJ International* to find ways to support them, but we never heard back.

Louis added that if a Centre has been silent for years and hasn't paid, something needs to happen and they are always welcome to start again. It's important that we are regular in this to have a clear process.

VOTE:

Does the ASSITEJ EC agree to officially end the membership of ASSITEJ Azerbaijan and ASSITEJ Slovakia?

12 votes in favour, 2 abstentions



VOTE:

Does the ASSITEJ EC agree to officially remove Bulgaria as an ASSITEJ Affiliate?

Unanimous vote in favour.

12.6. ASSITEJ Haiti update

Yannick shared that he and Marissa had a very positive meeting with Jonathan Registre. *ASSITEJ Haiti* is doing many things and trying to get together with artists; it's very hard for artists and children. They are looking to be more involved with *ASSITEJ International* and want more training for their artists because they feel they don't have the professional skills. They are doing as much as they can with their own communities.

Marissa added that they also have a festival they are trying to revive.

Sue suggested they could be good to link with for the Impact of Crisis committee.

12.7. ASSITEJ Lebanon

Émilie met artists from Lebanon that produce for children and struggle engaging with *ASSITEJ Lebanon*. The EC agreed to communicate with *ASSITEJ Lebanon* and address structural questions of the Centre.

12.8. ASSITEJ Zimbabwe

Lalu shared that Chipawo is an organisation connected with the beginnings of *ASSITEJ* in many parts of Africa. However, as the organisation grows, there seems to be some conflict because their director now serves in *ASSITEJ Zimbabwe*, she had to resign from Chipawo and they have now gone to court. Chipawo wants to become an Affiliate.



Sue asked the EC to think about their role in intervening in circumstances like this and if the Affiliate role allows more freedom of opinions or if it is divisive.

13. Specific Items of Business

13.1. Administration of ASSITEJ – MOU Proposal for La Baracca.

Roberto Frabetti has retired from La Baracca and will retire as Administrator of *ASSITEJ International*.

Louis shared an MOU between *ASSITEJ International* and La Baracca that proposes a way in which the team from La Baracca can take over Roberto's role. Émilie and Louis met with La Baracca in Bologna 12-14 September this year. The main concern of La Baracca is that Roberto has a skillset they can't cover with one person, but are proposing a team with a liaison to *ASSITEJ*. The EC needs to discuss if this should be opened as a job call and La Baracca can apply as well as others, with a job description. This could still be a very strong offer but it would be good in terms of transparency and seeing who else is out there to make an open call.

Émilie added that the younger team at La Baracca is also finding out how to work without Roberto, but they are interested in the idea of engaging more with *ASSITEJ* and the conversations with them were easy to have.

Jon asked if there were any contractable obligations with the EU in terms of funding for employees, to have open calls. Chris said it was up to the national procurement law.



Paulo asked if it was possible to employ someone from another country and what this would mean since there has been a lot of restructuring for the ETS. Émilie responded that it needs someone who is an expert in Italian law and the bank account is in Italy as well, so we need a local who can have easy access. Louis agreed that with the current setup, the job would require an expert in Italian law & administration procedures.

Carole suggested that Roberto could also have some practical recommendations for the EC and it would be good if the EC could have an in-house expert in EU funding. Since the work of ASSITEJ and its activities are easy to trace, we could have a financial administrator who could work with an Italian accountant for specifics. Émilie added that the issues are more regarding fiscal, taxes, etc. and not so much accounting.

Gonzalo mentioned this could be an opportunity to search for someone to be more involved as a staff member and an opportunity to ask for funds in Italy if we are based there.

VOTE:

Is the ASSITEJ EC in favour of devising an open call for the position of a Financial Administrator?

Unanimous vote in favour.

13.2. ASSITEJ Spotlight Award: Ready for AAC2025?

VOTE:

Is the ASSITEJ EC in favour of waiting to have the ASSITEJ Spotlight Award until the Congress in 2027?

Unanimous vote in favour.

Julia expressed it would be a nice occasion to introduce the new award in France and give time so Centres have it on their radar.



Lalu suggested the possibility of recognizing a child who has grown with the association, to be recognised in the Gathering, as part of the 60th anniversary celebrations.

Julia said maybe the awards should be discussed in the membership working group to determine how to address this with members and whether to keep them for the next Congress but not have the Spotlight Award in France. Sue added that one of the problems in our sector is recognition.

13.3. ASSITEJ Spain's Engagement with Staff for World Day Campaign

Gonzalo explained that in the new EU grant 2025-2028, one part of the project is the World Day campaign and *ASSITEJ Spain* will hire a project manager for the campaign, with communication skills who will also work for *ASSITEJ International* in the communications area. Gonzalo mentioned there is a lot to do in this area since it is a very important day and *ASSITEJ* is always late with the campaign. During 2025 we will design a good project to have a basis for the next years and to make visible all the work we are doing during that day.

Sue shared that the role and division of the budget still need to be worked out. Gonzalo added there is a cofinance aspect that also needs to be worked out where *ASSITEJ International* pays 70-80 % of the staff and materials costs and *ASSITEJ Spain* the rest. The total costs for the materials and the project manager are about 45,000 EUR (per year) and we are now looking for the right person.

Émilie explained that *ASSITEJ International* will be part of the recruiting process and discuss how this person takes part within the staff.

13.4. Meeting External Evaluators



Richard shared some contextual information for the new EC members. He shared that at the end of the three-year project (BCR), they will deliver the endline report. The endline report will contain their own evaluation of the evaluation. They will not be evaluating any one specific thing, for example, in Cuba they were not evaluating the Congress specifically but how it falls into the work of *ASSITEJ* in general.

The conversation about the external evaluation can be read in *Annex 13*.

13.5. Annual General Assembly

Louis reminded the EC this has to happen before April.

Stavros suggested maybe a month before France to give a last push and option for delegates to ask questions. Émilie said this has to be checked with Roberto because he will be preparing the financial statement before he leaves.

Louis proposed if it's not mid-February then we do it after AAG.

Sue mentioned we can focus this Assembly only on the approval of accounts and then plan a more detailed one for the second year. Legally, that is what we need.

Louis will study time zones and voting options.

13.6. Councillors of the Executive Committee

Sue reminded the EC there is still an option to select councillors to work with the EC, and this could be about a region or area that is not currently represented.

Seok-hong suggested representation from North America. Bebê added that the whole American continent has only one representative (Paulo); Cuba and the Caribbean require something more.



Julia suggested thinking about how we use these seats better, maybe they could also be for people who would like to be a part of the EC; those who have been candidates and haven't been elected, so they get experience.

Bebê suggested Barbara Malecka, because of the region she represents but also her position in *Small Size*.

Louis brought up the idea of someone from Asia, working towards Korea and Stavros suggested Uyanga Ayurzana from Mongolia.

Bebê mentioned Irene Borges would guarantee we have continuity after the investment of the Congress.

Louis asked the EC to think of the implications of having a larger EC and the group dynamics, the cost of hosting us, elections at the General Assembly, representation of regions, etc. and if it should come with a clause saying there can be no more than 40% of the EC members from one continent. He asked whether people feel there is a skillset missing now in terms of what we are trying to achieve.

Sue mentioned there is always the open EC meeting option, and we can draw in people wherever we are who can bring specific expertise to that meeting. We are working very well as EC currently. Louis added it could be an extended open EC meeting model, where we have them work with us for a week.

Julia said adding people for one week would not really affect the workload, so maybe having two more people who are permanent since we are always missing one or two anyway so it may not mean we are too many.

Bebê added that EC members feel that there is too much work, and it keeps increasing, and economically, we can also afford to help our hosts.

Émilie suggested maybe each working group can say if they need extra people and we decide where these people would be working in.



Louis also said that once the Regional Collaboration project starts, there may be other needs there.

The EC will wait to see how the work unfolds before deciding.

14. Updates from ASSITEJ Events

14.1. Report from 21st ASSITEJ World Congress

The delegation of *ASSITEJ Cuba* joined the meeting online and reflected together with the EC on the outcomes and legacy of the Congress. *ASSITEJ Cuba* is inviting *ASSITEJ International* and the Cuban Performing Arts Council to support an international performing arts encounter for teenagers as a legacy project.

See more details in *Annex 14*.

14.2. Short update on 22nd World Congress

Seok-hong shared that *ASSITEJ Korea* has had the first initial meeting on the Congress with a small internal core group and they also discussed the possibility of a Post Congress and talked about legacy. They are thinking it will be in July 2027; they will align with *ricca.ricca* so they don't happen at the same time. Seok-hong added that they also talked about partnerships with other cities to hold the Congress in the south of the country.

Louis mentioned work on the MOU should start soon since things like the call for performances will have to go out soon next year.

14.3. ASSITEJ Artistic Gathering 2025

Estelle and Èmilie gave an update on the AAG2025.



There is a programme of 10 French shows, from toddlers to young people and one will have sign language.

They received 289 applications for international performances and every application was evaluated by two people, with a selection of 51 in the first round, 15 in the second round as preselected and then nine final selections. Companies who need it will have everything covered (travel, accommodation, fees).

The *ASSITEJ* ticketing system will be used for international delegates, although Massalia will be the fiscal seller.

The Opening Ceremony will take place on Sunday, 23 March and will contain a participatory choreography and possibly a parade.

Louis pointed out the possibility to invite VIPs to this official moment and connect it to World Day.

Émilie shared there is an idea to send a video of the choreography so Centres can film their own with children and we can show it in the ceremony, and this would link to World Day as well.

Estelle mentioned they are thinking about 50 sessions for the Professional Exchange Programme, in addition to the informal get-togethers.

Yannick and Bebê will go to Paris to work on the final selection in November.

Bebê expressed that the Gatherings were created for members to talk about their practice, so it is a bit odd to have people who aren't members as part of the programme. Louis suggested asking them to become members if they are selected; this should be a policy decision. Gonzalo expressed it would be useful for Centres to know who from their countries will attend.



Estelle went over the suggested fees. Early booking for institutions 220 EUR, and normal 250 EUR; individual artists 150 EUR and 180 EUR; 2-day pass 100 EUR, 3-day pass 140 EUR; solidarity pass 100 EUR. About 100 passes are considered for special invitations, institutions, etc.

Émilie mentioned their budget has 600 passes sold for 150 EUR on average, but this was just an estimate. TI shared that they sold 149 passes for Kristiansand, and in total had 563 delegates.

Louis brought up the idea of having a third option for some countries that already have a hard time making it there on their own and it doesn't feel right to charge them for a pass. We have a very low number of delegates coming from low income, it's not a big impact on our economy anyway so maybe we can let them know. It would be nice to have a third option that is basically free.

Bebê disagreed, saying it's not a big fee and we can't just say the global south doesn't pay. In Latin America 100 EUR won't make a difference and the hosts need this income.

Chris also brought up the National Centre group discount option. Stavros shared that for Cyprus, 10 people was too much for a Centre discount. Gonzalo said Spain bought them but then half of the people didn't use them, when they received the information it was too late to prepare a delegation, so it also depends on that. Carole mentioned that most Centres outside of Europe will have difficulty bringing so many people to France. Julia suggested that if many people from one country buy many passes then they could get a free pass and the Centre can give it to someone, but we don't always know if these people who bought tickets are members of a Centre.



Seok-hong shared that members in Korea are dependent on the Centre so a group reduction really works.

Gonzalo added that discounts on the platform were complicated to understand and people had many issues using it.

15. Next EC meetings

Dates in Marseille

EC arrival is 20 March, and departure is 30 March.

EC meetings will take place on 21 & 22 March and 23 March in the morning.

Future EC Meeting Proposals

Sue mentioned some ideas have come up for meetings in Senegal, India, and Canada and Louis said there will be an open call for Centres to officially apply.

Online Meeting

The EC will have an online meeting on 3 December 2024 (7am GMT, 8am Copenhagen time).

16. Representation of ASSITEJ at Upcoming Events

Gonzalo shared he visited Chile and spoke with people from Peru and Argentina and talked about the creation of a Centre in Peru.

Louis will likely attend *NAKS Festival*, and the Nordic-Baltic Network will also be there.

Stavros and Julia will attend the *ASSITEJ Serbia* festival and SS may also go in December to the *ASSITEJ Turkey* Festival.

Émilie will be going to *Segni*.

Seok-hong will be in Indonesia in October for *Pesta Boneka*.



Theis will attend a final meeting of an EU project in Porto with several *ASSITEJ* members and other partners.

Bebê and Gonzalo will attend *FETEN*.

The Small Countries Network will have a meeting during the festival in Cyprus and are working on a collaboration with *O/STAT*.

17. Reports from Working Groups & Committees

- General update on progress

Membership

The group created an action plan with dates and people in charge and obtained a map of members. They will work on onboarding for new and existing members who need help, a mentoring or buddy system. They want to revisit existing tools and add some things and would need money for visuals/graphics.

Sue asked the group to revise the National Centre Toolkit and make notes to see where it is out of sync with the constitution.

Julia shared that a main priority would be to update members on the Regional Collaboration Programme, possibly through an Umbrella Session and communicate the deadline extension.

Research, Advocacy & Strategic Partnerships

The working group needs information from the researchers for advocacy and to draw an approach to cultural rights. They suggested mapping the membership to see who is currently co-funded in the EU. They will monitor the activities of networks and partners in the EU. The group suggests inviting people from other



networks to Marseille so they understand what *ASSITEJ* is and find moments to interchange with members and the EC.

The group asked for help from Seok-hong, Carole and Lalu regarding new regional collaborations.

Sue said it would be interesting to look into the relationships/synergies with some of those networks and how we can all benefit; and have a strategy for relationship building. She mentioned a particular interest in *O/STAT*.

Communications

Gonzalo said it could be useful to have an *ASSITEJ* annual report/dossier for advocacy and to share with members.

Gonzalo, Chris and Marissa decided to take down the *ASSITEJ* Magazine because it is currently not in good shape. We will continue to create content continuously but put it on the website and will try to involve the networks in content creation.

Gonzalo said there is not enough time to create a video. He asked if we want to continue with the same slogan because “take a child to the theatre” is not always understood in the right way, and we should also open it to the participation of young people, not saying “take” them. The importance of cultural rights is a good point, but we have to find the right phrase.

Louis shared that the current phrase it inspires artists to take action that day, and Centres are enabled to do something as well, so it would be good to find a phrase that is linked to that. It can become strong if it's a political campaign but also if it's a movement; the catchline should inspire action.



Gonzalo shared he would like to change the logo and go more towards an illustration that changes and to have a visual design campaign.

Julia suggested considering the 60th anniversary as well and using “bright generations” somehow.

Gonzalo mentioned some Centres have great activities already and we could involve them to make these global.

Another idea is to have testimonials from territories in crisis.

Gonzalo asked to have the World Day message before the end of October and all material before the end of the year to share with Centres in January.

Administration & Management

Jon and Sue will be working on association policies (internal & external), filling the current gaps in policy.

The group will care for contracts (events, employment), and working conditions; consider professional development, well-being, performance reviews & check-ins, and working culture in general.

The group will work on the budget.

Green Team

ASSITEJ will be reaudited in January by *SHIFT*.

The first year with *SHIFT* was about putting everything in place, this time it will be about how we manage to implement our goals and actions.



The next step will be to contact members who came to the meeting in Cuba to become a broader green team.

The group asked the EC to review the sustainability policy and give feedback to vote on this officially in the December meeting.

Professional Networks

The group met with *Perform Czech*, presented a proposal and talked about the programme, workshops, synergies, and attention to cross-pollination with other events. Looking for a festival in 2026, to combine with *Perform Czech's* visitors programme, having a Next Generation Programme, and a regional network of Slavic countries. Maybe we can find extra funding from Creative Europe. Hannah Strejčková is a member of the *International Association of Theatre Critics* and also involved with young critics and proposes to also have them present.

Language Diversity & Equity

The group talked about connecting with members on the ground in France as translation buddies. We could have a few sessions translated, or some people in the buddy system; we would need a production manager to coordinate that.

Estelle had an idea to make badges of the languages you speak to easily connect. Julia suggested using the Next Generation participants as buddies if they are all French speakers.

Impact of Crisis

The committee will map situations and conflict zones, but also good practices by people and how people with experiences can help in the future. This would develop into something bigger, maybe with workshops and conferences, have a toolkit, and contribute with something concrete for future issues, any type of



crisis/disaster where artists can work with children. The group will create a database of people working in this area (by the end of 2025) and talked about having an open call with the Centres and asking who has experience in this area. The idea will be launched in France so that people can get involved and we make the open call in March.

Stavros mentioned there could be opportunities in Cyprus for funding if we create something like a final conference to present the toolkit, with workshops and discussions.

Gonzalo added that it could be useful for communications to show the importance of performing arts for children, we could have a special section on the website or newsletter to show this and use testimonials for World Day also.

Inclusive Pathways

This committee is about centralizing children and young people in the association in more ways.

There is an idea is to have moments to share with children and have workshops or something during the AAG where children can meet with delegates.

Émilie shared that Théâtre Massalia web trotters create visual reports with puppets, and we can use them. Julia added that the next Directors Exchange Seminar is focused on processes with children and young people, so they can maybe share a list of people who applied.

Artistic Encounters



The committee will look at deliverables with the Inclusive Pathways group and create a document on what the concept is and why we have it. The name will probably change, and it will be clarified that *ASSITEJ International* presents/hosts. There will be three sessions that stand on their own: one about getting to know each other and an *ASSITEJ* introduction early on, and two more sessions with a clear concept.

Next Generation

The programme will consist of 15 people, five French and ten internationals who are French speakers, all 20-30 years old.

The committee will create a document with the expectations of the host, *ASSITEJ* and the participants.

The programme is at a point of change. This may involve a potential new name, but this needs a conversation with the network. There is a draft of a toolkit with guidelines for the Next Generation Programme.

Bebê asked to keep in mind the relation with Centres when working on the call and selection.

18. Any other Business

Babel Project

Yannick shared that they received a midline report from Chris that was very helpful and instructive.

So far, the project has had five regional workshops; the sixth one will happen in Lahore, Pakistan, in February 2025. Yannick won't be there, but Naja Birke will be



there. They will try to invite people from Bangalore, India, Nepal, Afghanistan, and Sri Lanka.

The last festival will be *Export-Import*, Roberto and Bruno Frabetti contacted a researcher from the Mapping project, and we will continue with all the research because the idea is to have policymakers present in Belgium for the Export-Import Festival (7-12 Nov 2025). It will have to conclude with a final report and deliverables. The project ends January 2026.

Quick budget update: there are still 46,650 EUR to report as *ASSITEJ International*.

Closure & thanks



Annex 1 - Access Riders Feedback

Sue shared that the process was challenging in some ways because she didn't feel she had anything essential to share but discovered things that were central to how she likes to work, so it was useful.

Émilie has shared it with people in France for the AAG25.

Chris shared he found the phonetic spelling of his name difficult.

Lalu felt it inspired possibilities for research around knowledge, and helped to think about contexts where assumptions have to be busted. There is also the question of ethics in doing a process like this and how to communicate and gather the information shared.

Seok-hong also found the phonetic spelling to be a barrier and mentioned how his name is difficult to write using the Western alphabet.

Paulo shared that the main issue for him is the language, sometimes there are concepts he is not able to express the same as if he were speaking in Portuguese.

Louis mentioned this was a good exercise to help think about taking steps to allow others to enter in the future. It is good to make a practice of things like having translation or letting people take rests.

Carole also mentioned this was connected to a sense of hospitality. For example, not everyone understands public transportation, and travel needs are very important. Ethnicity is very dangerous to talk about in some countries, we can look at the wording in the form.

Jon assured everyone that nobody has to disclose anything; the point is to be comfortable to share what you need, and there is no need for too much detail.

Shoaib added that this helps the working relationship because we understand each other having a better context.



Bebê said it can be very tricky how you ask people for information; you want to give a voice and visibility but also care for privacy. People need to know this is a safe space we are creating.

Jon shared that the current rider was taken from a British organisation, so there is something about privilege there. There can be times when location can be an issue because of religion or sexual preference, so it's good to know people are aware. This doc gives a framework that if we are breaking the safety, we can acknowledge things as a group.



Annex 2

ASSITEJ International Executive Committee Meeting in Prague September 26 – October 4

President's Report

During the period between Cuba and now there was time to think and plan, to take a breath and look at the next term. I feel so lucky to have had a first meeting with everyone in Havana which was a very different beginning from my last experience. I look forward to working with you all and in fact a lot of the work has already begun.

Reflecting on Cuba: the World Congress was an incredible success on many levels including demonstrating regional strength and cooperation and an ambitious plan, program and General Assembly that brought nearly 480 International delegates to Havana, Cuba, and the spotlighting of a culture that supports and values the creativity of children and young people, and centres the arts in community identity and cohesion. It was ambitious because the economic situation in Cuba is dire, the resourcing unreliable including transport and internet, food was scarce and travel to the country very expensive. We knew it would be difficult and I want to credit the work of all who were determined to make it happen and the list is very long. The EC worked so hard, the staff and our partners even harder and the Cuban team put everything they had into it.

But it begs the question: how can we continue to create these sorts of events in countries that struggle to survive? How can we ask of our members the kind of hard work and economic commitment that it takes to put on a big international event. How can the opportunity be a positive and not a drain on human good-will?

There are some points to consider:

1. To be the kind of event that has long lasting effect and to truly centre the relationship between members and the international association we need to be prepared to support the host National Centre and the region in ways that open doors and enable further funding. This means strategy and a collaborative plan for short, mid-term and long term goals for the National Centre and follow up from ASSITEJ to ensure funders and audiences, artists and educators are interested and committed to continuing to build the sector.
2. Equity of opportunity around the world should be accompanied by the possibility of scaling down size or having a specific purpose for the event, so that celebration can occur in different ways for different contexts, and so our community can still experience the world of TPYA but will choose to travel for the right reasons. Can we hold a General Assembly in a small festival that focuses on networking and showcasing? Can we have only professional development program so that practice is shared, and still have all the representatives of national centres present?



It feels important to talk about how we make the models of engagement much better so we can provide better support - especially due to the success of funding through the European Union. We do need to make sure that the work we do is following a strategy that means a stronger, more equal and more connected community.

So, **the success of the EU funding application** for the 4 year project Creating Cultural Equity was a wonderful moment.

This project addresses some of this structural and relational work ahead of us. Although the activities in the project are mostly work ASSITEJ already does, (we learned from our mistakes and didn't invent too many new things!) the project reframes them to focus on Membership support, on impact of TYA, and on the development of different modes of gatherings including the regional development program.

The work in developing these into working groups is another conversation, but it has become clear that the issues identified in the 2017, and in 2021, continue to be central to ASSITEJ: inclusion sustainability, participation, equity of access.

Receiving funds from the EU means also that our global focus must remain as one of ASSITEJ's key strengths and therefore benefit the global membership.

I attended the **ricca ricca festa in Okinawa** to talk on a panel topic Theatre in Peacebuilding, speaking alongside Nicola Zreineh from Al Harah and Kumiko Hiromaru director of the Peace Cell Project and hosted by Takako Takeya from Ryukoku University. This meant valuable talks with Japanese artists about ASSITEJ and a fantastic connection with Kumiko Hiromaru around the Culture's Role in Crisis project.

Through our conversation I was able to write a detailed plan for this project

We held **a Networks meeting** with the IPN to talk about the activity in the Creating Cultural Equity project around supporting networks. This was a really good strong meeting with everyone on board and prepared to work together acknowledging the difference between national centres and International Professional Networks, to clarify how Networks can operate, manage their members and be able to develop and grow.

The **Diversity Benchmarking project** has moved ahead thanks to the work of Jon especially but supported by Theis and myself. (Jon update) This project feeds strongly into the work of the next project and the creation of the open door team – it is already fascinating and has allowed us to know quite clearly where the gaps are for many of our members. Knowing this means we can assume the same is true for many others.

Louis and I communicated with you all about the EU tender which was put together at rapid fire pace between Stavros, Chris, our researchers in Sydney Kelly and Michael and in the UK Selina, and with the help of Marissa, Roberto Louis and me; A beast of a tender which, if successful, will result in research in culture and education best practice, workshops for policy makers and a conference in Brussels. The tender call is for **School/Culture Collaborations for Civic Engagement and Critical Citizenship Education** and is worth 300,000.

Even though it was 'down time' in a sense, the work we do is constant and its best to be prepared for this increasing over the next years.



I **wrote letters of thanks** to all the partners involved in the world congress and to the EC members past and those not elected, and support letters generally.

Proof the newsletter so brilliantly crafted each month by Marissa. It's been great to hear from new EC members and read their words.





Annex 3

Report from the Secretariat EC meeting in Prague 27 Sep. – 3 Oct. 2024

It has been a calm period since the Congress in Cuba; there was a need for rest after an intense period.

Louis was on leave for 10 weeks! Marissa, Chris, and Roberto were also on annual leave for some weeks and dedicated time to other work (all staff members are part time employed by ASSITEJ).

Work since Congress

These are the headlines of the work done since the congress.

Activity	Who	Description
Newsletters	Marissa	The issues of June, July, August, September
Website Updates	Chris, Marissa	New EC, news items, festivals, new constitution
Congress flash backs on social media	Agatha Paulita, Marissa	A collation of images from each day of the congress was shared on Social Media. Agatha Paulita from Brazil did most of the work.
e-Library	Chris, NAF, Devlabs	Work has been done to prepare online sharing of all recordings of professional exchange sessions since the Congress in Japan. To be released in October.
Open Call for Professional Exchange, France	Chris, Marissa, Talulah(ASSITEJ France)	Call text, submission form, promotion in newsletter, social media, website, email to centers/networks.
Meetings / correspondence with members		<ul style="list-style-type: none">- Meeting with ASSITEJ Haiti (Marissa, Yannick, Carole),- correspondence about the new regional network of Slavic Countries, (Louis, Stavros)- ASSITEJ Greece, feedback on constitution for the new center(Louis)- Senegal, creation of new center (Louis)- ASSITEJ Canada about hosting EC meeting (Louis)

		- Cuba about event report (Louis & Marissa)
Professional Networks	Sue, Louis, Bebe, Jon, Paulo	Meeting with the networks to get feedback on the new project that will support the networks as part of the next EU grant.
Research streams Liaison	Chris, Louis	<ul style="list-style-type: none"> - Recruiting new researcher for Access Stream. The researcher who was in charge of the project was unresponsive for a long time. A new researcher has been engaged: Kai Roland Green from the University of Aarhus. He was originally selected by the research advisory board but did not accept back in 2022 due to his workload. Deliverables for the project have to be completed by Dec 2024 but the project will continue into the next EU funding period. - Liaison with the researchers the University of Sydney for the next EU project, and with the leadership demographics team.
Tender application	Stavros, Chris, Sue, Researchers Louis, Roberto, Marissa	<p>An application was submitted on 20 Sep. for the tender "Culture and Democracy Study & Peer Learning" (EC-EAC/2024/OOP/0003) released by the European Commission, DG EAC - Education, Youth, Sport and Culture. The submitted budget was 288.940 EUR. The EC approved to apply by online voting.</p> <ul style="list-style-type: none"> - Main writers: Stavros & Chris. - Case study contributions from Michael Anderson, Kelly Freebody and Selina Busby. - Application review, feedback and researcher liaison: Sue - Collecting all legal documents: Chris - Illustrations and design: designer of ASSITEJ Cyprus - Relation building in the EU system: Louis - Budget: Louis, Roberto and Stavros - Submission: Louis & Chris <p>Reply is likely to be known in nov/dec 2024. There is only one winner of the tender.</p>
BABEL Project	Yannick, Roberto, Chris, Louis	Yanick and Roberto work continuously on the Babel project in the leadership team with Teatercentrum. Chris has recently done the midline evaluation (as Dialogue). Louis engaged in relation to the Regional Workshops. BABEL is a large-scale Creative Europe cooperation project initiated by ASSITEJ Int with Teatercentrum, Denmark, as lead partner.
Grant agreement preparation of CCE (2025-2028)	Louis, Roberto	<ul style="list-style-type: none"> - Legal procedures - Meetings with project officer - Drafting deliverables in EU project portal - Clarifying co-financing conditions
Meeting external auditors	Sue and Louis, Chris	Planning endline report of BCR and timeline for the evaluation of CCE.

Settle Congress related payments	Roberto, Louis, Marissa	We finalised paperwork and payments to <ul style="list-style-type: none"> - performing companies. - The income share to the Cuban Performing Arts Council, - National Arts Festival (subcontractor) reimbursements of Strategic invitations, Next Generation and Babel participants.
Minutes & Italian compliance	Roberto, Marissa, Louis	Worked on General Assembly minutes, EC minutes, excerpts to be uploaded to Italian Authorities, EC list uploaded to Italian authorities.
Admin filing systems	Roberto, Louis, Marissa	Completed work on structure an unloading of documents to an admin folder to harmonize work done by the administrator and the rest of the secretariat. Member book, EC book, Ledger, bank documents etc.
Reimbursement of workers' salaries	Roberto, Louis, Marissa, Chris	Settle payments and paperwork of the reimbursement to ASSITEJ Denmark, Dialogue and MGT for the work of Marissa, Chris and Louis. Chris and Louis are currently seconded workers. Marissa is paid as a service provider.
Insurance	Louis, Roberto	Research on <ul style="list-style-type: none"> - Workers' compensation - Unlimited liability - Travel Insurance - Insurance for freelancers
Budget check and projection	Roberto, Louis, Emilie	For the period 2022-2024. See more in the treasurer report.
The future of VAT reporting	Louis, Roberto, Emilie	We discussed whether the digital reporting to the Italian VAT agency for ticket/access pass sales of ASSITEJ (built by NAF 6 Devlabs) should be completed for AAG2025. The reduce risks of fines for incorrect reporting ASSITEJ will only be intermediary for AAG2025.
The future of Financial and Legal admin of ASSITEJ	Roberto, Emilie, Louis	In-person meeting with La Baracca in Bologna to explore whether a team in La Baracca can take over from Roberto when he retires in 2025. See more under specific agenda item..
MOU AAG2025	Sue, Louis	Drafting the MOU for AAG2025 to be finalised in Prague.
Formatting of Resources for Future ASSITEJ Events	Chris	In the short term, this is for France
Draft working group structure	Louis, Sue	See separate agenda item
Prepare EC meeting	Louis	Liaison with Veronika Nádeníčková from Perform Czech (secretary of ASSITEJ Czech) who has done most of the work.



Deliverables in Building Collective Resilience

The project started in January 2022 and ends December 2024.

All submitted deliverables can be found in the [Google Drive of the Secretariat](#).

Deliverable	Deliverable Name	Status
D1.4	Endline Evaluation	Pending
D2.3	Digital Access to "Voices of a New World: 21st ASSITEJ World Congress" & Third Year of Virtual House	Pending
D2.6	Coffee Sessions Year 3	Pending
D3.1	Presentations and Discussions of the Research on the Perception of Small Children	Pending
D3.2	Presentations and Discussions of the Research on Existing Access Data	Pending
D3.3	Presentations and Discussions of the Research on Dissemination Structures	Pending
D3.4	Presentations and Sector Discussion on the Results of the Collated Evidence on the Value of Performing Arts for Young Audiences	Pending
D3.5	Concluding Symposium on Project Research	Pending
D3.8	"Internationalise Your Practice!" Year 3	Pending
D3.9	Toolkit on Inclusion	Pending
D3.13	ASSITEJ Online Web Platform	Pending
D3.14	Presentations and Discussions of the Research on New Quantitative Access Data	Pending
D3.15	Toolkit on Sustainability	Pending
D3.16	Toolkit on Advocacy	Pending
D3.17	Seminars on the Results of the Leadership Demographic Survey	Pending
D5.3	Working Committees on Cross-Cutting Issues Year 3	Pending
D5.9	Umbrella Sessions Year 3	Pending
D5.14	Advocating For & Representing the Sector Year 3	Pending
D6.1	Existing Quantitative Access Data of Theatre & the Performing Arts for Young Audiences in Europe	Pending
D6.2	New Quantitative Access Data	Pending
D6.3	Case Studies on Dissemination of Theatre & the Performing Arts for Young Audiences in Europe and Beyond	Pending
D6.4	Leadership Demographics	Pending
D6.7	Collated Evidence on the Value of TYA	Pending
D6.8	Dissemination of Evidence on the Value of TYA	Pending



D6.9	"Access & Dissemination of Theatre & the Performing Arts for Young Audiences in Europe and Beyond" Report	Pending
D7.5	Customer Relationship Management Platform System Installation	Pending
D7.10	Regular Updates to Digital Platforms/Existing Channels/Other Communication & Networks Year 3	Pending
D7.13	Translating Materials into Other Languages Year 3	Pending
D7.16	eNewsletters to Members and Industry Professionals Year 3	Pending
D2.2	Digital Access to "FAS - ASSITEJ Artistic Gathering 2023" & Second Year of Virtual House	Completed
D3.11	A Pathway to Artistic Creation for Early Years Year 2	Completed
D3.12	A Pathway to Artistic Creation for Early Years Year 3	Completed
D4.3	Voices of Children Year 2	Completed
D4.4	Voices of Teenagers Year 2	Completed
D5.10	Diversity Benchmarking - Identifying National Goals	Completed
D5.11	Diversity Benchmarking - Reporting on National Development	Completed
D1.2	Baseline Evaluation	Submitted to Creative Europe
D1.3	Midline Evaluation	Submitted to Creative Europe
D2.1	Digital Access to "Bibu - ASSITEJ Artistic Gathering 2022" & First Year of Virtual House	Submitted to Creative Europe
D2.4	Coffee Sessions Year 1	Submitted to Creative Europe
D2.5	Coffee Sessions Year 2	Submitted to Creative Europe
D3.6	"Internationalise Your Practice!" Year 1	Submitted to Creative Europe
D3.7	"Internationalise Your Practice!" Year 2	Submitted to Creative Europe
D3.10	A Pathway to Artistic Creation for Early Years Year 1	Submitted to Creative Europe
D5.4	Strategic Invitations Year 1	Submitted to Creative Europe
D5.5	Strategic Invitations Year 2	Submitted to Creative Europe
D5.6	Strategic Invitations Year 3	Submitted to Creative Europe
D5.7	Umbrella Sessions Year 1	Submitted to Creative Europe
D5.8	Umbrella Sessions Year 2	Submitted to Creative Europe
D6.5	Research on How Small Children are Perceived	Submitted to Creative Europe
D7.2	Overhauled ASSITEJ International Website	Submitted to Creative Europe
D7.3	Inclusive Communication Guidelines & Strategy	Submitted to Creative Europe
D7.6	'ASSITEJ Online' Branding Strategy Document & Multimedia Repository	Submitted to Creative Europe
D7.14	eNewsletters to Members and Industry Professionals Year 1	Submitted to Creative Europe
D7.15	eNewsletters to Members and Industry Professionals Year 2	Submitted to Creative Europe
D1.1	Monitoring & Evaluation Strategy Document	Approved by Creative Europe
D2.7	Next Generation Programme 2022	Approved by Creative Europe
D2.8	Next Generation Programme 2023	Approved by Creative Europe
D3.18	Content Management System Installation	Approved by Creative Europe
D4.1	Voices of Teenagers Year 1	Approved by Creative Europe



D4.2	Voices of Children Year 1	Approved by Creative Europe
D5.1	Working Committees on Cross-Cutting Issues Year 1	Approved by Creative Europe
D5.2	Working Committees on Cross-Cutting Issues Year 2	Approved by Creative Europe
D5.12	Advocating For & Representing the Sector Year 1	Approved by Creative Europe
D5.13	Advocating For & Representing the Sector Year 2	Approved by Creative Europe
D6.6	Interim Report Identifying Theoretical Frameworks for Research	Approved by Creative Europe
D7.1	Branding Strategy Document & Multimedia Repository	Approved by Creative Europe
D7.4	Social Media Revamp	Approved by Creative Europe
D7.7	Social Media Marketing Strategy	Approved by Creative Europe
D7.8	Regular Updates to Digital Platforms/Existing Channels/Other Communication & Networks Year 1	Approved by Creative Europe
D7.9	Regular Updates to Digital Platforms/Existing Channels/Other Communication & Networks Year 2	Approved by Creative Europe
D7.11	Translating Materials into Other Languages Year 1	Approved by Creative Europe
D7.12	Translating Materials into Other Languages Year 2	Approved by Creative Europe



Annex 4

ASSITEJ Treasurer report – September 2024

Budget Check and projections 2022 - 2024

Thanks to the good work on the budget and to the staff attention to the level of all expenses, thanks to Roberto Frabetti's work, our reserve fund has grown from 66 k€ at the end of 2021, to probably 97k€ at the end of this year. This money can co-finance our next European project, but it is also reserve for later, in case the European grant would stop.

We had a look at some figure in Cuba. But some figures may be interesting to share today:

membership fees were 24 000 € in the estimated budget. But, in reality, they decreased from 20 000 € in 2022 to 18 000 € in 2024. The new fee structure for the next years should allow a better membership fee level in the future.

The final grant from Europe may be 615 K€ rather than 643 K€, as we have spent 95% of the costs of the project estimated budget. Actually we spent all the money covered by the grant, but our co-financing is lower than expected. So the EU may decide to give us all the grant. We do not know what EU will decide. We will have a net profit of 17 294,32 € at the end of this year, but it may raise to 31 674,75 €.

Of course, the final budget will be a bit different to the projections three years ago. Less money spent was spent on some activities, like the on-line one (Coffee sessions, Umbrella sessions, hybrid events). This allowed to put more on digital development, on the Congress and the gathering in Serbia. The important income from pass sales at the Congress was also unexpected and given the risk taken here, it is very good news.

EC Liability

Assitej remains an '**Association with unlimited liability**' and those who govern it (the Executive Committee as indicated by the Articles of Association, both the new one and the previous one) are fully responsible to third parties for the economic and financial commitments undertaken by the Association.



The only difference now is that before, the only known and officially registered person was the President (or at most the Treasurer if there was a proxy for the bank), now all 15 EC members are registered (before, it was possible to find the names on the website...). Being liable in full means that everyone is responsible for the total and if any of the 15 is not liable, the creditor can claim against the others. This applies to Italian law: only when you take a corporate form with a legal personality (a company with a share capital) do you have limited liability (only for the paid-up share capital). This may be worrying, however, we may think that there is not much risk if we continue to have proper, transparent, careful and prudent management.

EC members insurance

We are still inquiring on the possibility to have some insurance for the EC members regarding liability. But first, we are also concern by the travel risks. An email will be sent to the every member about his or her situation regarding this matter: is she/he covered by her/his national centre's? by his/her own one? If not, how much would an extension of his/her insurance cost?.

EC travel policy

The proposal is to divide the money in the next term budget this way: a common amount as a basis for each member + additional money for those who need more support. This principle needs to be voted by the EC. If it is, I will send another email to the EC to get information in order to know who will need support and calculate what would be the basic amount and how much would be left for additional money.

Annex 5

September, 10th 2024

	BUDGET	ACTUAL					PROJECTION				
	BUDGET 2022-2024	2022	2023	2024	TOTAL	DIFFERENC E	PROJECTION			TOTAL	DIFFERENCE
		1 Jan-31 Dec	1 Jan-31 Dec	1 Jan-10 Sept		from Budget	2 Sept-31 Dec-			3 years	from Budget
INCOME							ROBERTO CALCULATIO	SUE & LOUIS	TOTAL PROJECTION		
INCOME TO COFINANCE TPAYABCR_NETWORK PROJECT											
MEMBERSHIP FEES - YEAR 2022	24,000.00	17,219.19	2,317.97	593.32	20,130.48	-3,869.52	0.00		0.00	20,130.48	-3,869.52
MEMBERSHIP FEES - YEAR 2023	24,000.00	0.00	14,569.92	4,918.13	19,488.04	-4,511.96	0.00		0.00	19,488.04	-4,511.96
MEMBERSHIP FEES - YEAR 2024	18,000.00	0.00	0.00	17,992.80	17,992.80	-7.20	500.00		500.00	18,492.80	492.80
MEMBER FEES - OVERDUE AMOUNT (2021 & BEFORE)	300.00	292.06	300.00	136.63	728.70	428.70	0.00		0.00	728.70	428.70
DONATION & FRIENDS OF ASSITEJ	1,200.00	48.86	31.03		79.89	-1,120.11	0.00		0.00	79.89	-1,120.11
DONATIONS FOR AWC 2024	0.00			360.00	360.00	360.00	720.00		720.00	1,080.00	1,080.00
OTHER DONATIONS	0.00	299.51	717.29		1,016.80	1,016.80	0.00		0.00	1,016.80	1,016.80
ASSITEJ MAGAZINE - ADVERTISEMENTS	12,500.00	0.00	0.00		0.00	-12,500.00	0.00		0.00	0.00	-12,500.00
OTHER REVENUES	0.00	0.35	0.00		0.35	0.35	0.00		0.00	0.35	0.35
OUT-OF-PERIOD INCOME	0.00			367.94	367.94	367.94	0.00		0.00	367.94	367.94
VARIATIONS OF RATE EXCHANGE	0.00	0.00	13.08		13.08	13.08	0.00		0.00	13.08	13.08
TOTAL INCOME MISSION BUDGET	80,000.00	17,859.97	17,949.29	24,368.82	60,178.08	-19,821.92	1,220.00	0.00	1,220.00	61,398.08	-18,601.92
REVENUES GENERATED BY PASS AWC 2024	0.00			83,224.00	83,224.00	83,224.00	0.00		0.00	83,224.00	83,224.00
REVENUES GENERATED BY PASS AWC AND AAG	0.00			83,224.00	83,224.00	83,224.00	0.00		0.00	83,224.00	83,224.00
INCOME GENERATED BY BABEL PROJECT	0.00	0.00	349.87	26,623.78	26,973.65	26,973.65	7,500.00		7,500.00	34,473.65	34,473.65
TOTAL INCOME BABEL PROJECT	0.00	0.00	349.87	26,623.78	26,973.65	26,973.65	7,500.00	0.00	7,500.00	34,473.65	34,473.65

TOTAL INCOME TO COFINANCE TPAYABCR_NETWORK	80,000.00	17,859.97	18,299.16	134,216.60	170,375.73	90,375.73	8,720.00	0.00	8,720.00	179,095.73	99,095.73
EUROPEAN UNION - TPAYABCR NETWORK PROJECT - GRANT	643,019.00	147,964.30	227,900.00		375,864.30	-267,154.70	222,074.43	12,557.52	234,631.95	610,496.24	-32,522.76
INCOME GENERATED BY TPAYABCR PROJECT	44,854.00	1,747.32	1,135.17		2,882.49	-41,971.51	0.00	0.00	0.00	2,882.49	-41,971.51
OTHER PUBBLIC & PRIVATE GRANTS	67,500.00	22,411.98	22,400.00		44,811.98	-22,688.02	22,688.02	0.00	22,688.02	67,500.00	0.00
TOTAL INCOME TPAYABCR_NETWORK PROJECT	755,373.00	172,123.60	251,435.17	0.00	423,558.77	-331,814.23	244,762.45	12,557.52	257,319.97	680,878.73	-74,494.27
TOTAL INCOME	835,373.00	189,983.57	269,734.33	134,216.60	593,934.49	-241,438.51	253,482.45	12,557.52	266,039.97	859,974.46	24,601.46
COSTS											
COSTS NOT ACCOUNTABLE IN TPAYABCR_NETWORK PROJECT											
DONATIONS CAMPAIGNS	0.00	138.03	1,016.00		1,154.03	1,154.03	0.00		0.00	1,154.03	1,154.03
SEEDING FUND PROJECTS	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
COSTS FOR SMALL EQUIPMENT AND OFFICE SUPPLIER	0.00			850.75	850.75	850.75	500.00		500.00	1,350.75	1,350.75
PUBLIC RELATION COSTS & REPRESENTING	500.00	64.87	135.59	187.40	387.86	-112.15	150.00		150.00	537.86	37.86
ADMINISTRATIVE COSTS	2,000.00	203.06	936.93	12.08	1,152.07	-847.93	200.00		200.00	1,352.07	-647.93
COSTS FOR REGISTRATION	0.00	0.00	200.00	320.34	520.34	520.34	0.00		0.00	520.34	520.34
IRES - CORPORATE TAXES	300.00	0.00	0.00	30.00	30.00	-270.00	2,400.00		2,400.00	2,430.00	2,130.00
COSTS FOR FUNDRAISING	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
SOLIDARITY ROTATION FUND (COSTS)	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
BANK COSTS	2,400.00	1,016.05	1,560.53	575.63	3,152.21	752.21	280.00		280.00	3,432.21	1,032.21
BANK COSTS - PAY PAL				219.03	219.03	219.03	80.00		80.00	299.03	299.03
BANK COSTS SOLD0				444.23	444.23	444.23	240.00		240.00	684.23	684.23
NON-CURRENT BANK COSTS				558.36	558.36	558.36	0.00		0.00	558.36	558.36

OTHER COSTS MISSION BUDGET	0.00	0.00	0.68	0.23	0.91	0.91	0.00		0.00	0.91	0.91
VARIATIONS OF RATE EXCHANGE	0.00	678.29	0.00	2.10	680.38	680.38	200.00		200.00	880.38	880.38
MISSION BUDGET TOTAL COSTS NOT ACCOUNTABLE IN TPA	5,200.00	2,100.29	3,849.73	3,200.15	9,150.17	3,950.17	4,050.00	0.00	4,050.00	13,200.17	8,000.17
ORGANIZER FEES CONGRESS PASS SALE AWC 2024	0.00			36,000.00	36,000.00	36,000.00	0.00		0.00	36,000.00	36,000.00
SALE PASS - PAY PAL COSTS	0.00			2,380.88	2,380.88	2,380.88	0.00		0.00	2,380.88	2,380.88
TOTAL COSTS - ORGANIZER FEES CONGRESS PASS SALE AWC	0.00	0.00	0.00	38,380.88	38,380.88	38,380.88	0.00	0.00	0.00	38,380.88	38,380.88
STAFF COSTS	0.00	0.00	0.00	2,450.00	2,450.00	2,450.00	7,500.00		7,500.00	9,950.00	9,950.00
BABEL TRAVEL, ACCOMODATION, SUBSISTENCE COSTS	0.00	0.00	349.87		349.87	349.87	0.00		0.00	349.87	349.87
BABEL ACTIVITIES COSTS (AWC) - SUPPORT TO COMPANIES	0.00	0.00	0.00	47,507.69	47,507.69	47,507.69	0.00		0.00	47,507.69	47,507.69
BABEL ACTIVITIES COSTS (REGIONAL WORKSHOP AWC)	0.00			5,770.78	5,770.78	5,770.78	0.00		0.00	5,770.78	5,770.78
OTHER COSTS BABEL (INDIRECT COST INCLUDED)	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
TOTAL COSTS BABEL PROJECT	0.00	0.00	349.87	55,728.47	56,078.34	56,078.34	7,500.00	0.00	7,500.00	63,578.34	63,578.34
TOTAL COSTS NOT ACCOUNTABLE IN TPAYABCR	5,200.00	2,100.29	4,199.60	97,309.50	103,609.39	98,409.39	11,550.00	0.00	11,550.00	115,159.39	109,959.39
COSTS ACCOUNTABLE IN TPAYABCR_NETWORK PROJECT											
ASSITEJ ARCHIVES	3,000.00	1,000.00	1,000.00		2,000.00	-1,000.00	1,000.00		1,000.00	3,000.00	0.00
IRAP - CORPORATE TAXES ON EMPLOYED AND COLLABORATORS				3,207.00	3,207.00	3,207.00	3,200.00		3,200.00	6,407.00	6,407.00
NEXT GENERATION PROGRAMME - SUBSIDIES AND REIMBURSEMENTS	7,500.00	0.00	0.00		0.00	-7,500.00	0.00		0.00	0.00	-7,500.00
ASSITEJ REGIONAL WORKSHOP	0.00	0.00	0.00		0.00	0.00	0.00		0.00	0.00	0.00
ASSITEJ MAGAZINE - COSTS	17,200.00	2,842.00	0.00		2,842.00	-14,358.00	0.00		0.00	2,842.00	-14,358.00
ASSITEJ - VIDEO - WORLD TYA THEATRE DAY	4,500.00	1,079.36	1,060.59		2,139.95	-2,360.05	0.00		0.00	2,139.95	-2,360.05
COSTS FOR GENERAL ASSEMBLY AND ARTISTIC GATHERINGS	0.00	0.00	2,067.37	53.07	2,120.44	2,120.44			0.00	2,120.44	2,120.44

SUPPORT TO THE EC MEETING ORGANISERS	3,000.00	0.00	0.00		0.00	-3,000.00	10,647.69		10,647.69	10,647.69	7,647.69
ACCOMODATION E BOARDS EC MEMBERS & COUNSELLORS	4,000.00	548.55	0.00		548.55	-3,451.45			0.00	548.55	-3,451.45
EC TRAVEL REIMBURSEMENTS FOR EC MEMBERS	15,000.00	2,232.33	0.00		2,232.33	-12,767.67	15,068.20	2,500.00	17,568.20	19,800.53	4,800.53
EC TRAVEL REIMBURSEMENTS FOR COUNSELLORS	2,000.00	0.00	0.00		0.00	-2,000.00	0.00		0.00	0.00	-2,000.00
E-MAIL & NEWSLETTERS COSTS	1,700.00	669.92	456.93		1,126.85	-573.15	0.00		0.00	1,126.85	-573.15
WEBSITE AND ONLINE COMMUNICATION COSTS	6,000.00	0.00	0.00		0.00	-6,000.00	0.00		0.00	0.00	-6,000.00
PROMOTIONAL COSTS	1,000.00	0.00	0.00		0.00	-1,000.00	0.00		0.00	0.00	-1,000.00
TOTAL MISSION BUDGET COSTS ACCOUNTABLE IN TPAYABC	64,900.00	8,372.16	4,584.89	3,260.07	16,217.12	-48,682.88	29,915.89	2,500.00	32,415.89	48,633.01	-16,266.99
STAFF COSTS											
STAFF COSTS - PROJECT MANAGER	99,660.00	22,000.00	39,160.00	25,209.00	86,369.00	-13,291.00	13,300.00		13,300.00	99,669.00	9.00
STAFF COSTS - ASSISTANT PROJECT MANAGER	82,811.00	6,300.00	27,700.00	19,204.26	53,204.26	-29,606.74	10,900.00		10,900.00	64,104.26	-18,706.74
STAFF COSTS - COMMUNICATION DIRECTOR	96,600.00	32,207.00	33,425.00	15,400.00	81,032.00	-15,568.00	15,600.00		15,600.00	96,632.00	32.00
STAFF COSTS - COMMUNICATION ASSISTANT	12,800.00	5,170.00	1,500.00	0.00	6,670.00	-6,130.00	1,000.00		1,000.00	7,670.00	-5,130.00
STAFF COSTS - FINANCIAL DIRECTOR	46,440.00	6,729.94	16,533.39	13,569.10	36,832.43	-9,607.57	9,610.00		9,610.00	46,442.43	2.43
STAFF COSTS ACCOUNTING & ADMINISTRATIVE SERVICES	56,970.00	25,010.00	18,300.00	9,150.00	52,460.00	-4,510.00	4,510.00		4,510.00	56,970.00	0.00
FISCAL AND LABOUR CONSULTANT	12,000.00	0.00	4,821.44	197.64	5,019.08	-6,980.92	4,000.00		4,000.00	9,019.08	-2,980.92
PROJECT TEAM & STAFF CO-WORKING COSTS	13,560.00	7,130.56	14,817.25	11,565.49	33,513.30	19,953.30	2,000.00	500.00	2,500.00	36,013.30	22,453.30
EXTERNAL PROJECT EVALUATION	7,500.00	0.00	1,602.00	2,515.63	4,117.63	-3,382.37	5,000.00		5,000.00	9,117.63	1,617.63
ACTIVITIES COSTS											
CHILDREN&YOUNG PARTECIPATION	15,200.00	3,492.12	7,744.44		11,236.56	-3,963.44	0.00		0.00	11,236.56	-3,963.44
DIVERSITY BENCHMARKING AND INCLUSION EVENTS	8,100.00	3,960.98	0.00		3,960.98	-4,139.02	0.00	200.00	200.00	4,160.98	-3,939.02

CONGRESS ACTIVITIES	0.00			2,143.08	2,143.08	2,143.08	0.00		0.00	2,143.08	2,143.08
EC - ADVOCACY & REPRESENTING	7,200.00	617.73	12,751.50	10,536.08	23,905.31	16,705.31	-20,268.42		-20,268.42	3,636.89	-3,563.11
EC - WORKING COMMITTEES ON SUSTAINABILITY AND INCLUSION	22,550.00	5,096.01	4,320.05	1,800.00	11,216.06	-11,333.94	-5,447.47		-5,447.47	5,768.59	-16,781.41
NEXT GENERATION	10,000.00	3,522.68	3,456.40	6,681.00	13,660.08	3,660.08	0.00		0.00	13,660.08	3,660.08
ON-LINE UMBRELLA & COFFE SESSIONS	10,800.00	580.00	56.05		636.05	-10,163.95	0.00	1,000.00	1,000.00	1,636.05	-9,163.95
PLATTFORM - HYBRID ASSITEJ EVENTS-EQUIPMENT&MATERIALS	7,700.00	1,590.30	0.00		1,590.30	-6,109.70	0.00		0.00	1,590.30	-6,109.70
PLATTFORM - HYBRID ASSITEJ EVENTS - DIGITAL CONTENTS SERVICES	85,000.00	30,440.52	29,000.00		59,440.52	-25,559.48	0.00		0.00	59,440.52	-25,559.48
PLATTFORM - HYBRID ASSITEJ EVENTS - OTHER SERVICES	8,000.00	1,661.62	9.27		1,670.89	-6,329.11	6,000.00		6,000.00	7,670.89	-329.11
ITYARN - DISSEMINATION	6,340.00	0.00	0.00	3,170.00	3,170.00	-3,170.00	3,170.00	3,000.00	6,170.00	9,340.00	3,000.00
ITYARN - RESEARCH	16,800.00	0.00	0.00	6,800.00	6,800.00	-10,000.00	10,000.00		10,000.00	16,800.00	0.00
ON-LINE TRAINING & SHARING	2,500.00	0.00	0.00		0.00	-2,500.00	0.00		0.00	0.00	-2,500.00
STRATEGIC INVITATIONS	55,500.00	11,848.37	11,428.15	9,831.11	33,107.63	-22,392.37	0.00		0.00	33,107.63	-22,392.37
DIGITAL & COMMUNICATION COSTS											
EMAIL & NEWSLETTER COSTS	32,100.00	2,509.51	3,402.80	888.20	6,800.51	-25,299.49	400.00		400.00	7,200.51	-24,899.49
COMMUNICATION - OTHER COSTS	0.00			65.24	65.24	65.24	40.00	750.00	790.00	855.24	855.24
COMMUNICATION - GRAPHICS COSTS	0.00			300.00	300.00	300.00	0.00	2,900.00	2,900.00	3,200.00	3,200.00
DIGITAL - ON GOING COSTS	17,200.00	2,694.30	4,597.30	5,466.84	12,758.45	-4,441.55	2,600.00	320.00	2,920.00	15,678.45	-1,521.55
DIGITAL - WEB SITE & CONTENT MANAGEMENT	23,700.00	293.85	18,600.00	15,850.00	34,743.85	11,043.85	3,500.00	3,500.00	7,000.00	41,743.85	18,043.85
TOTAL COSTS TPAYABCR	757,031.00	172,855.49	253,225.04	160,342.67	586,423.20	-170,607.80	65,914.11	12,170.00	78,084.11	664,507.31	-92,523.69
TOTAL COSTS ACCOUNTABLE IN TPAYABCR_NETWORK	821,931.00	181,227.65	257,809.93	163,602.74	602,640.32	-219,290.68	95,830.00	14,670.00	110,500.00	713,140.32	-108,790.68
TOTAL COSTS	827,131.00	183,327.94	262,009.53	260,912.24	706,249.71	-120,881.29	107,380.00	14,670.00	122,050.00	828,299.71	1,168.71

BALANCE	8,242.00	6,655.62	7,724.80	-126,695.64	-112,315.21	-120,557.21	146,102.45	-2,112.48	143,989.97	31,674.75	23,432.75
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RESERVE FUND	01-Jan-22	65,779.49							BALANCE 2024 (L106+F106)	17,294.32
NET PROFIT 2022		6,655.62								
RESERVE FUND	01-Jan-23	72,435.11								
NET PROFIT 2023		7,724.80								
RESERVE FUND	01-Jan-24	80,159.91								
NET PROFIT 2024		17,294.32	31,674.75							
RESERVE FUND to use for next CoFinancing	01-Jan-25	97,454.23								



Annex 6

Unlimited liability: financial and personal liability of the President, Executive Committee, and members of an Association

From the Report made for the Johannesburg Executive Committee (Aug '23).

It is important to underline that this new situation (to be an ETS) doesn't change anything from before with regard to the liability of the Officers and the EC members. ASSITEJ remains an 'Association with unlimited liability' and those who govern it (the Executive Committee as indicated by the Constitution both the new one and the previous one) are fully responsible to third parties for the economic and financial commitments undertaken by the Association.

The only difference now is that before, the only known and officially registered person was the President (or at most the Treasurer if there was a proxy for the bank), now all 15 EC members are registered (to tell the truth, even before, it was possible to find the names on the website...).

Being liable in full means that everyone is responsible for the total and if any of the 15 is not liable, the creditor can claim against the others.

This applies to Italian law, (but I think other national laws are not very different). Only when you take a corporate form with a legal personality (a company with a share capital) do you have limited liability (only for the paid-up share capital). In the event of bankruptcy, creditors can only claim that capital, unless the Administrators have signed specific sureties.

I do not think there is any assurance on this, and if there is, the conditions are probably different in different states. So everyone should do their own research. And maybe the cost is high.

After all these notes that may be worrying, however, I would like to say that to be honest I do not see much risk if we continue **to have proper, transparent, careful and prudent management.**

Provisions of the law

This is what Article 38 of the Italian Civil Code indicates, but I believe the provision is similar in the legal systems of other States as well.

According to this Article of the Civil Code, *"For obligations assumed by the persons representing the association, third parties may enforce their rights **on the common fund.** For the obligations themselves, **the persons who have acted in the name and on behalf of***



the association shall also be personally and jointly liable."

This means that the association's creditors can assert their rights on the **Common Fund, i.e., the association's assets**, which constitute a general asset guarantee on the obligations incurred by the association. **In addition, persons who have acted in the name and on behalf of the association** are also liable for such debts personally (i.e., each with his or her own personal assets) and jointly and severally (i.e., each is required to pay the full amount of the debt).

It is necessary to state immediately that, usually, the persons who can act in the name and on behalf of the association **are the President or the Executive Committee**. It should be noted, however, that the personal and joint and several liability borne by the directors (President and EC members) of the association, i.e., the persons who have declared such a will to third parties, because they are the ones who have actually acted in the name and on behalf of the association.

The liability under Article 38 of the Civil Code applies only to the directors or individuals during whose term of office the obligations or debts were incurred on behalf of the association. Liability, on the other hand, does not apply to directors who subsequently assume the representation of the Association, so that mere alternation in corporate offices does not result in the transmission of debt from one representative to another. Any personal liability for association debts, however, is to be ruled out for individual members who do not hold any corporate office and who did not represent the association in the contractual or negotiated activity from which the debt arose.



Annex 7

Working Groups and Committees 2024-2027

Creating the working groups we should consider skills/experience, interests, time zones and meaningful division of work. This is to be discussed in point 9 of the agenda.

Some of the activities here are obligatory to do as described due to our EU reporting. Many of the activities are obligatory to do but the exact form can be changed. Other activities are optional.

The deliverable numbers refer to the draft of the Grant Agreement for the EU funding 2025-2028. The deliverable numbers with "BCR" before the number refer to deliverables in the EU funding 2022-2024.

All members of EC are available for expertise and consultation across any of these working groups.

Working groups: Developing Membership

Members of Induction and pathways: Stavros, Paulo, Julia, Carole, Theis, Seok-hong and Marissa

Task Name	Deliverable	Who	Comments	When
Working group: Induction & Pathways				
Analyse and update induction and membership processes	D3.1	Stavros, Seok-hong, Carole, Paulo, Julia, Theis, Marissa	(a) Analyse the pathway to becoming a member. (b) Update induction processes	
New members: Induction and mentorship (<u>After</u> enrolment)	D3.1		Induction & mentoring after they have become members	
Emerging national centres & ASSITEJ Affiliates (<u>before</u> membership)	D3.5		(A) Stimulate creation of new Centres/networks/ASSITEJ Affiliates (B) Support those who are in the process of creating a Center.	

			(C) Support and communicate with existing ASSITEJ Affiliates	
Members in the margins	D3.1		Engagement with National Centres who have limited communication with ASSITEJ International	
Activity: National Centre toolkit workshops	D3.1		a)Update National Centre Toolkit b)creating online and in person workshops around the national Centre toolkit	
Regional Collaboration Programme	D4.3		Administer and promote the open call. Make a selection. Co-create the content. Follow the activities.	2024-2027
Activity: Umbrella sessions	D3.1	Jon and Julia to lead	For Staff & Board Members of ASSITEJ National Centres and ASSITEJ Networks. 2 sessions per year each repeated in two time zones	

For Management group to consider across the term

Activities that can be used to develop the membership / empowering membership	D3.5	Sue, Louis, Emilie, Jon	(A) Enlisting members to organise and run sessions at ASSITEJ events. (B) Open call for members and affiliates to attend EC meetings as observers to the workings of the association, (C) Utilise Regional Cooperation Programmes as member development	
Member data				
National Centre survey	D3.1		Focusing on key indicators (e.g. number of members, number of staff, turnover, areas of activities etc	
CRM for ASSITEJ National Centres	D3.4		A pilot where a small number of Centres are supported to implement Salesforce or similar member admin tool. The centres pay 30% of the costs.	2026,2027

Working group: Research, Advocacy & Strategic Partnerships

Members: Bebě, Yannick and Lalu with Chris and Paulo added for research

Task Name	Deliverable	Who	Comments	When
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Value of TYA	D2.1	Researchers Kelly, Michael Eliza (Chris)	Collated and synthesised research on the value of theatre and performing arts for children & People. Coordination with researchers from University of Sydney.	
Quantitative Access Data	D2.2 BCR: D6.1, D6.2	Lenora and Kai (Chris)	Quantitative access data of children and young people attending performing arts productions to document the reach and size of the sector. Coordination with researcher Kai Roland Green.	
Policy Analysis of EU policies	D2.3		Analysis of how current EU policies and funding schemes influence children and young people's access to and participation in culture. Define scope, recruit and coordinate with researcher	
Advisory board / ITYARN / research coordination		Paulo and Lalu to be available to consult	Coordination across the research streams and inclusion of ITYARN (International Theater for Young Audiences Research Network)	
Zoom sessions about research from BCR	BCR: D3.1, D3.2. D3.3. D3.4	researchers and chris, Paulo, Lalu		4 th semester 2024
Sector Dialogue & Policy Event on Cultural Rights in Europe	D2.8, D2.9	Bebe, Yannick, Lalu With PAC.	Explore and promote a way for the EU to develop a consolidated approach to cultural rights and culture as a public good.	2025
Sector Dialogue & Policy Event on the Future of EU Funding for Culture 2026	D2.4, D2.5	Bebe, Yannick, Lalu With PAC.	Capture the needs, concerns and aspirations of the performing arts sector in a policy brief & policy event to inform the Financial Framework of the EU, including the Creative Europe 2028-2034. With PAC.	2026
Sector Dialogue & Policy Event on Working Conditions in Europe	D2.6, D2.7	Bebe, Yannick, Lalu With PAC.	Addressing various issues such as social security, access to finance, taxation, equity and inclusion, and lifelong learning. With PAC	2027
European Performing Arts Alliance general liaison		Bebe, Yannick, Lalu With PAC.	Liaison and general coordination with the PAC members (IETM, EDN, EFA, Circostrada).	Ongoing
Other EU alliances		Bebe, Yannick, Lalu	Relations to EACEA, EU Policy officers, other EU funded Networks, EUNIC, children arts Networks.	

Chain Reaction	D4.5	Supported by ASSITEJ Italy	*Chain Reaction*: This tool will facilitate online dialogues among interested members of the cultural community, generating impact and sharing information. We are attaching this tool, already developed and tested, to create the generative field welcoming strategic invitations and supporting their connection. Through the Chain Reaction, active participation can be promoted, stimulating collaboration on crucial issues and thereby spreading the project's goals and values globally.	
Continue collaboration with Iberescena	D4.2	Yannick Bebe and Lalu	In relation to the Regional Development Programme, Iberoamerican Year of culture, mobility, policy development.	2024-
Strengthen other regional alliances	D4.2	Yannick Bebe and Lalu	Explore new regional collaborations in Asian and African regions and North America.	Ongoing
Fundraising		Yannick Bebe and Lalu	Explore ways to diversify sources of income. Potentially connected to regional collaborations.	Ongoing
EC meetings outside Europe	D4.6	Yannick Bebe and Lalu	1 meeting per year outside Europe. Strategize and make open calls for hosts.	Ongoing
Develop global alliances	D4.2	Yannick Bebe and Lalu	Global performing arts networks (ITI, UNIMA, IATC etc), UNESCO, cultural institutes, embassies. Develop mechanisms to connect members and partners.	Ongoing

Working group: Communication

members: Shoaib, Gonzalo, Chris and Marissa + new staff member

Task Name	Deliverable	Who	Comments	When
Campaigns & events				
World Theatre Day	D5.3, 7, 8, 9, D2.10	Shoaib, Gonzalo, Marissa and Chris	Produce an effective campaign that (1) advocates for the rights of children and young people to access performing arts on a global level; (2) engages and enables	2025 campaign to be prepared

		New staff member employed together with ASSITEJ Spain	sector professionals to advocate on national and local levels, and; (3) creates concrete access to and participation in performance for children worldwide	in 4 th semester 2024
Dissemination of research	D2.1, D2.2	Shoaib, Gonzalo, Marissa and Chris	Effective dissemination of research. Maybe supported by an external company and/or illustrator. Linked to the next point.	2026-
Dissemination of research from BCR on website & publication.	BCR: D3.16, D6.8,	Shoaib, Gonzalo, Marissa and Chris	The research that is complete should be shared in effective ways on the website and in an online publication/document.	4 th semester 2024
Promotion of AAG2025		Shoaib, Gonzalo, Marissa and Chris	Mobilise members and others to attend in person and online.	2024 & 2025
Promotion of Congress 2027		Shoaib, Gonzalo, Marissa and Chris	Mobilise members and others to attend in person and online.	2025-2027
Production in main channels				
Monthly newsletter	D5.2, 4,5,6	Marissa	Produce 12 yearly newsletters (6.500 subscribers)	
Social media	D5.2, 4,5,6	Marissa	Regular updates to Facebook (10.000 followers), X (2.900 followers), LinkedIn (200 followers) and Instagram (3.700 followers)	
Corporate website	D5.2, 4,5,6	Chris, Marissa, Devlabs	Post news, make updates,	
Strategy & monitoring				
Create Communication strategy	D5.1	shoaib and Gonzalo	develop the strategic plan for communication across the diversity of projects, activities and working groups of ASSITEJ	2025 onwards

Coordinate with research, advocacy and partnerships working group		Chris	Coordinate with the needs and ideas from the advocacy and research activities.	Ongoing
Coordinate with Members Working groups		Seok-hong	Coordinate with the needs and ideas related to the development of members.	Ongoing
Coordination with Open Door Team		Theis	inclusivity and communication	Ongoing
Coordination with Green Team		Emilie	sustainability messages and methods	Ongoing
Yearly monitoring	D5.2 – D5.6	Chris	Yearly reports focusing on the major events of the year from a communications perspective and analytics of the websites and social media channels synthesising major trends, whether the communication succeeds or not, and what changes should be made in the following year	Every year before EC meeting
Language Diversity & Equity (<i>needs to be in relation to OPEN DOOR</i>)	D3.6	Gonzalo, Shoaib, Marissa and chris + devlabs and NAF	<ul style="list-style-type: none"> • On-going exploration of technology and processes that work for a global membership • Translation of edited texts and manifestos into Spanish, French and Portuguese and expanding to include Arabic, Russian, Mandarin and Korean • Investment in more simultaneous translation for our events, not just for the General Assembly. • Translation of ASSITEJ toolkits 	Ongoing

Working group: Administration & Management

Working group members: Émilie, Sue, Louis, Jon

Task Name	Deliverable	Who	Comments	When
Members				
Member admin	D3.3 In BCR D7.5	Marissa, Louis, Emilie, Chris (for CRM),	Membership applications, Member book, fees, CRM.	Ongoing

		Administrator (for fees).		
Association Policies & Constitution		Sue and Jon	Membership policies, child safety, code of conduct letters of support, bids, etc EC travel support, conflicts of interest, access riders, code of conduct etc	Ongoing
General Assemblies		Louis, Sue, Marissa	Yearly General Assemblies	Ongoing
Minutes		Marissa, Louis	Minutes of EC meetings & GA	Ongoing
Reporting & contracts				
Finance admin		Administrator, Emilie, Louis	Bookkeeping, Payments, budgets, projections, annual statements, finance reporting	Ongoing
Legal compliance & reporting to Italian authorities		Administrator, Louis, Sue, Emilie	Legal compliance, GDPR, RUNTS, VAT, communication with legal consultants, insurances.	Ongoing
EU reporting		Louis, Administrator	Deliverables, contact with EU officer, periodic reporting	Ongoing
Contracts & Employment		Louis, Sue, Emilie, Administrator	Event MOU,	Ongoing
EC & staff				
EC-Meeting prep		Louis, Marissa, Sue, Jon	Communication with hosts, schedules, agenda, access needs, Call for EC meetings	Ongoing
Employment committee		Emilie, Jon Sue	create brief for employment committee	
		Sue & Louis, Jon	freelancer & subcontractor contracts, staff employment Staff & EC member wellbeing & development Regular and needs based check in with EC and Staff. workload, work structure, wellbeing, conflict resolution	
External evaluators	D1.1-D1.3	Chris, Louis sue, Jon	Coordinate with External evaluators	
Coordinate regular EC and Staff monitoring & evaluation			Create processes for regular evaluation of activities in coordination with the activities for the external evaluators.	

Event production (AAG2025 & Congress 2027)

Members Louis, Chris, Marissa, Seok-hong, Emilie, Nicci (NAF), Dan (Devlabs).

Team members for AAG2025

Task Name	Who
Management	
Overall management & finance	Sue, Louis, Estelle, Emilie
Open Door Team	Jon
Green Team	Julia
Performances	
Performance selection	Emilie
Performance contracting	Emilie
Venue capacity allocation	Emilie
Professional Exchange Programme & ceremonies	
Professional Exchange selection	Yannick
Liaison with contributors	Talulah
Professional Exchange venue coordination	Emilie
Opening Ceremony	Estelle
General production	
Venue tech coordinator	Pablo (Massalia)
On ground logistics	Jodie (Massalia)
Scheduling all events	Emilie
Accommodation	Jodie (Massalia)
Website / C-Zone	
Website content	Talulah
Website structure, tech support, subcontractors	Chris
Website translation & editing	Marissa
Hybrid sessions and Recordings	Nicci (NAF)
VAT / Invoices	Sabine (Massalia)
Next Generation Programme	
Open Call	Louis, Working group
Next Generation Selection	
Next Generation Facilitator	



Next Generation Producer	
Communication	
Strategy	Gonzalo, Shoaib, Marissa, Elisa, Talulah
Design & visual identity	Elisa (ASSITEJ France)
Social Media & Newsletter	Marissa, Elisa, new employee
Delegates	
Delegation questions for France/Marseille (Fresh desk)	
Ticket questions (Fresh desk)	Akhona (NAF)
General AAG questions (Fresh desk)	Marissa & Chris
Visa letters of invitation	Talulah
Other letters of invitation	Marissa
Translation / language bodies	ASSITEJ France, Jon
Delegate communication / WhatsApp community	Marissa
Registration Desk	
Strategic invitations France / International	Estelle / Louis

Other committees and projects

These can be parallel to working groups or we can aim at including them in the working groups. To be discussed.

Task Name	Deliverable	Who	Comments	When
Open Door Team	D4.7, D3.7 BCR: D3.13	Jon , Theis, Stavros	Drawn from EC and members, works to create policies and strategies for inclusive action across all events and gatherings. Events, sessions and recruitment processes. <ul style="list-style-type: none"> - ACCESS policy, checklists and toolkits reviewed. - Produce 1st version of Access & Inclusion Toolkit (before dec. 2024) - works with hosts of the artistic gathering in France to create dialogue sessions with members with lived experience of disability 	Ongoing

			<p>about career pathways and sustainable careers.</p> <ul style="list-style-type: none"> - Access budgets, checklists and toolkits widely disseminated for members - Make the project “member action around diversity” (D3.7). - Language and translation On-going exploration of technology and processes that work for a global membership - preparation for participants at events, development of a database of 'buddies' from our membership who volunteer to work as translators 	
Green Team	D4.7 D3.15	Emilie, Julia , Seok-hong	<ul style="list-style-type: none"> - Produce 1st version of Toolkit on Sustainability (before dec. 2024) - Review and update Green Policy on the website. - Green Team invites interested members, focus on including members from other continents than Europe, meet twice. - Sustainability reflection with members upon future climate adaptation and risk-assessment.: - Host 1 session at the Regional development program in person and 1 session online. - SHIFT ECO label reporting 	Ongoing
Regional/linguistic networks	D3.1	Gonzalo, Paulo , Theis, Yannick, Seok-hong, Shoaib	<p>(A) Regular meetings with the networks</p> <p>(B) Analysis and policy for Regional Networks</p>	
Supporting International Professional Networks	D3.2	Bebe , Paulo, Jon, Louis, Gonzalo	In person meetings with the networks (Marseille, Prague, Seoul, Regional Development Programme). Create Networks Toolkit.	
Impact of Crisis & The Role of Culture	D2.11	Carole , Stavros, Sue, shoaib	Trauma Practice Project. (1) Mapping of existing trauma and crisis recovery practice. Collection of practice within our membership a) create open call	2025-2027

			<p>to members to contribute - this will mean writing a rationale, and devising the scope of the registration form including the possibility of video. Also to collect resources and programs that already exist - either within the arts or outside. using a data based platform that can be embedded in our website</p> <p>(2) Online gathering of practitioners working with trauma practice - possibility of doing this in 2028 in Cyprus and creating a conference for it.</p> <p>(3) In-person workshop for artists - in Korea</p>	
Inclusive Pathways to Participation	D2.12	Emilie, Lalu , Paulo, Sue	<p>Ways in which ASSITEJ can embed the participation of children and young people as collaborators, through specific forums, workshops and gatherings that centre the child or young person as protagonist.</p> <ul style="list-style-type: none"> - Workshop for children under 12 to unpack the aims of ASSITEJ. - Young people's panel at EC Meeting/festival outside Europe. - Regional development program. Workshop with children to explore Value of TYA - World Congress in Seoul, Korea. Presentation of importance of cultural participation for children and young people at the General Assembly. Young people to present. Formalised participation at each event - Findings and results of workshops with children presented: Connected to Value of TYA research findings. <p>In France 2025: young people attending the festival through ForesTEEN and also in other ways, invited to meet the Next Generation participants, and to take part in the Artistic Encounters day 3</p> <p>Children's project to be devised... we need to incorporate the work done already through Clíodhna Noonan's report2021 and be clearer on how children become</p>	2025-2027

			visible in the Association other than as audience. Perhaps workshops diving into the manifesto from a child's perspective can be done through national centres.	
Selection of the Professional Exchange Programme for France		Bebe, Lalu, Yannick , Estelle(group from ASSITEJ France),	Select the sessions together with the host for AAG2025 and the Congress in 2027. October online meeting to discuss methodology Sharing document and criteria assessment end of october Information December 15	2024 & 2026
ASSITEJ Artistic Encounters 2025		Jon, Julia, Theis	Shape and facilitate the Artistic Encounters at AAG2025 and the Congress in 2027 definition document New name eg: ASSITEJ International hosts' get to know you' session three sessions : one for ice breaking, networking, meeting and sharing one for presentation around themes one for working plan focus and getting young people to join	2025 & 2027
Design "No FOMO"	D4.5	Lalu, Sue	Design the online engagement at AAG 2025 & 2028 and World Congress. 1online only session per event. Sue to present a possible plan based on similar project in Australia as a beginning	2025 & 2027
Next Generation Programme		Jon, Shoaib , Carole, Seok-hong	Make an MOU with the NG Network & work with the hosts to organise the NG programme at AAG2025 and the Congress in 2027. Relationship with NG network to create new look and new name Work on MOU, and process of call asap - online engagement in October	2024 - send call mid October.
Mobility Schemes	D4.4	Bebe, Paulo, Yannick, Seok-hong	Supporting mobility of members to AAG and Congress. Selecting the invitees, supporting their participation, feedback, online engagement inspired by "Chain Reaction"	2024/25 – 2026/27
ASSITEJ Awards		Bebe, Stavros , Lalu	All awards in 2027	2027



Annex 8

Working Groups:

-Developing Membership:

Paulo suggested that Regional Networks could help with induction and member support. Gonzalo added that the Ibero American Network is currently trying to do something similar.

Louis asked to consider if the Open Door team also sits within each committee or how to connect them with all the groups.

Louis said the idea is to link the Networks with Centres so there is no feeling of being different or of competition. There is a whole project with Networks now to support them, and we are going to make a toolkit to develop skills and address challenges. Regional Networks need more clarity on their rights and obligations.

Jon suggested the idea of empowering membership can connect to the succession of posts within the EC as well.

Louis added that if we document our Centres better, that gives us more quantitative info for advocacy regarding our sector. Stavros mentioned it is important to highlight the advisory role of Centres for the association. It is important to have their support and expertise in an international context.

-Research, Advocacy & Relation Building:



Louis explained this is a focus on research, but also a lot of communication of the research. The working group will work with Chris and *ITYARN* to manage content.

In terms of policy, Louis said we need a better understanding of policies that relate to performing arts for young audiences. In an EU context in relation to the work in the Performing Arts Coalition (PAC) and *Iberescena* in an Ibero American context.

ASSITEJ has, together with other EU funded performing arts networks, formed PAC that will employ a coordinator for work on sector dialogue, policy drafting and policy events. In addition to a performing arts coalition it would be interesting to have a children's arts alliance across different art forms. The latter is an idea for future work.

-Communication:

There is an idea of having a WhatsApp channel, and this could be part of the membership working group.

Shoaib explained that the working group previously worked on the World Day Campaign and the magazine but had nothing to do with social media, newsletter, etc. There is really not much to do now, so it doesn't make sense to have it as a working group. It would be good to develop a comprehensive strategy to make a substantial contribution. Marissa and Chris currently do most of the communication.

Paulo added that the group tried to begin a branding strategy, and now is the moment to think of what we need to keep and what we need to shift.



Julia agreed with the idea of having liaisons in each group and added that we are still in need of a strategy and methods, we really need a vision, we are missing a lot of communication opportunities, and we have no PR strategy. She also added she would like *ASSITEJ* to leave the platform X.

Gonzalo said there is a need to revise all internal and external communications, and this is too much work for one person. To define and revise all strategies, we need at least three people thinking about it. It can be tricky to have your working group and then do the work for communications.

Seok-hong added that it's difficult to have a professional vision, and maybe we can communicate with a real professional who supports us. Maybe *ASSITEJ Spain* can organize some outsourcing to work with and a couple EC members could work in that too.

Louis responded that creating a strategy is a lot of work, and we can't outsource it because we know *ASSITEJ*. We could outsource the implementation, but we all agree it's important to focus on this area.

Carole supported Seok-hong's idea and added that next year is the 60 anniversary, and we have to rethink communications with members, funding partners, etc. It's not bad to have a professional who could assess or propose a new strategy because when we are too into something, we don't have a clear map and don't see all the possibilities, and an external could have a fresh view. The design tools could help the working group to see what needs to be communicated. Maybe each group can have a format on how to report on communications. Maybe within the European alliance, we can find people to provide this service.



Gonzalo said it was necessary to have material about *ASSITEJ* activities and maybe annual reports so that we can share them with others. This would be important for people to understand what is happening.

-Administration & Management:

A working group that works more in between EC meetings.

Committees:

-Impact of Crisis & the Role of Culture:

This new project is a way to respond to crisis conflict and any vulnerable communities. There is a great gap in our practice in working with this. The idea is to set up a workshop model and toolkit for people to work in this way. The committee will talk with France to devise the first workshop.

-Inclusive Pathways to Participation:

We want a creative workshop to understand *ASSITEJ* from children's perspective and draw them more into looking into the organizational framework and have that as part of our language in explaining what we do and who it's for. Looking at participation as an authentic process with children.

-No FOMO:

There will be about 10 recordings from France for the online program and then about three hybrid and one fully online; productions can also share recordings. The No FOMO idea is to bring an event to people who cannot attend in person for different reasons, and create something specifically for them.



Jon asked that each group have a specific person in charge of communications, access, and sustainability.

Jon asked Louis if there were any areas of work where there was a conflict between him working as EC and a staff member, to which Louis mentioned salary budgeting. That can handle that by having a specific group looking at salaries as a topic.

Sue added that the EC needs to be able to consider that without Louis being in the room.

Annex 9

ACYTA:

Lalu said much engagement started in Cuba with a discussion about EC candidates, which revealed a fragmented Africa with not-so-good communication. It was important that we learn as a continent that we need to be more strategic with how we engage with one another in the world. It calls for envisioning unity and strategic placement in the world; progress is going well. ACYTA created a statement after Cuba to come together as a region, countries, and Centres, to envision what ACYTA could look like. The statement was translated into three languages (English, French and Portuguese, eventually will also include Swahili and Arabic).

The group working after Cuba included Jerry Adesewo and Yuck Miranda, who initiated two major events. The first event was to plan a farewell for Pamela Udoka as outgoing EC member, who has played a strong role in ACYTA being where it is; there is a website that hosts this institutional memory and Cuba statement. The second was a meeting of all ACYTA (members who pay and participants who don't). Previously it was a battle to draw in people from different regions, and we feel it might be important to come around to certain activities to rally something. We also wanted to find the willingness of candidates and the skills they could bring. A lot is happening in Africa and we don't always know, so we are completing a mapping exercise of festivals around the continent. We also need conversations around mobility because sometimes it's more expensive to travel within Africa than outside. We are looking forward to decisions around new African members who have applied to become *ASSITEJ* members.



There is a continued conflict from Zimbabwe, and we would like to bring it to the EC to see how far we can step in.

Carole added that in terms of mapping, they are starting to have a small campaign to identify individuals working within arts in the continent and who are not involved in Centres. The idea is to identify people doing great work to get them involved. They had a Zoom session to reconnect and re-explain *ASSITEJ*, sharing mobility funding opportunities. For people paying late, we just want to know what their issues are and how we can help. There is a new leadership with a new understanding of youth reality (Kenya, Rwanda, Mozambique, Nigeria, and South Africa, would like Senegal and someone else; want established centres but also new people). Want to be aligned with the international network and its strategic plan.

Paulo asked what the role of Regional Networks is in *ASSITEJ*. Do we have a document of how Professional Networks began and how they work? Some centres feel that individuals who don't want to pay a fee to the Centre go to a Professional Network to become members.

Louis referred to the alignment of ACYTA with *ASSITEJ* and how we can address it in a conversation about regional networks, and to also think how the Regional Collaboration Programme could be a good mechanism for that. The initiatives will come from the region, but *ASSITEJ International* will co-create the project so it will also be an alignment exercise. This will allow to put some money/budget behind that.

He added that it's important the amount of the fee is not blocking people from engaging, because that is not really what builds *ASSITEJ's* budget, so maybe we



should revisit mechanisms for the solidarity fund. The fee is more like proof of regular investment.

Bebê clarified that Professional Networks were an alternative for professionals who didn't have a Centre in their country, it's a great opportunity for them to eventually join Centres. It would be good to know the number of people who are in a network and not a part of their Centre to see if it is a real problem. She added there are also always people who want to join *ASSITEJ* but don't want to join their Centre, so we need to be aware and understand that.

Julia shared it was inspiring to hear about ACYTA's Cuba statement that will reform the way Africa is working, the idea that in going somewhere else, you will find yourself and better understand what is needed in your region.

Carole shared the issue that the question of nation is at the centre of National Centres because people don't feel they are represented nationally, or they feel displaced, almost like a democratic alternative; the concept of nation can be very problematic. In sense of hospitality and people in despair it is great to work together because we also have many refugees in Africa who we work with and go beyond language barriers.

Gonzalo added that there is a problem of communication between Centres and Networks, which don't feel they work in the same way. We have a common goal, and we should work together.



Annex 10

Economic Distress Form

ASSITEJ International is sending you this questionnaire because you have indicated that your National Centre is facing economic difficulties.

According to the [constitution](#) of ASSITEJ the Executive Committee can waive or reduce the annual fee for those members who might find themselves in heavy and documented economic distress. The Executive Committee may also identify and use other instruments such as Solidarity funds or Mutual fees to sustain the membership.

In order to understand your situation and be able to support you please respond to the following questions.

Email *

assitejburkina@gmail.com

Name of your National Centre *

Burkina Faso

What is the Gross Domestic Product (GDP) per capita of your country? Please convert into EUR or USD. *

Please follow the link: <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD>

874.1 USD

Are there any funding possibilities for theatre and the performing arts in your country? *

Public Sector (institutional support e.g. Ministry of Culture/Education/ Foreign affairs/, national or international arts councils, etc.)



Private Sector (charities, NGO, companies, private donors etc.)

Both private and public

None of the above

I don't know

If you have information about the overall budget allocated to the theatre and performing arts sector in your country, please specify. It can be public and/or private funding. Please convert the amount into EUR or USD. Link to [currency converter](#).

Il n'existe pas de budget global alloué au théâtre dans notre pays

Is there any specific funding for theatre and performing arts for/with YOUNG AUDIENCES in

*

your country?

Public Sector (institutional support e.g. Ministry of Culture/Education/ Foreign affairs/, national or international arts councils, etc.)

Private Sector (charities, NGO, companies, private donors etc.)

Both private and public

None of the above

I don't know

If you have access to information about the overall budget allocated to the performing arts for/with YOUNG AUDIENCES in your country, please specify. It can be public and/or private funding.

Please convert the amount into EUR or USD. Link to [currency converter](#).



--

Approximately how many performing arts companies work for/with young audiences in your

*

country?

Less than 10

Between 10 & 50

Between 50 & 100

Between 100 & 500

More than 500

I don't know

Approximately how many individuals (artists, critics, researchers, pedagogues etc) work

*

for/with young audiences in your country?

Less than 10

Between 10 & 50

Between 50 & 100

More than 100

Other:

What is the number of productions for/with young audiences created yearly in



your country? * This can be performances, outdoor and/or indoor works, community based performances and similar.

Less than 20

Between 20 & 50

More than 50

I Don't know

How do companies and artists produce the shows for/with young audiences? *

Public funding

Sponsorship

Personal resources

Crowdfunding

Other

If you have replied "other" in the question above please specify here.

Are artists and companies paid for their artistic work? *

Yes, always

Yes, usually

Sometimes

Never



Financial development of your ASSITEJ National Centre

How many members are currently part of your National Centre? *

Please specify the number in terms of companies/institutions and individual members (or other categories of membership used in your centre).

35 membres issus de compagnies, association, membre individuel

How many members are expected to be part of the National Centre in two years from now? *

Please specify the number in terms of companies/institutions and individual members (or other categories of membership used in your centre).

plus de 100

Please list the possible sources of funding that could support the National Centre. *

Public funding

Sponsors

Membership Fees

Crowdfunding

Other

If you have replied "other" in the question above please specify here.



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Are there other cultural associations/organizations in your country that have succeeded in finding support or creating income? Please list them here.

Théâtre Soleil, La Compagnie du Fil, Théâtre Eclair

If possible please share any plans for the financial development of the National Centre. recherche de subvention, Cotisation, parrainages, ventes de billets

Please let us know how ASSITEJ International can support you in sourcing funding. * Recommandation auprès des institutions internationales

Please add any other comments and explanations that explain your financial system and/or whether you are exploring other ways to finance your National Centre (including digital).

Nous avons adresser des correspondance de demande de financement à des entreprises privés

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Forms

On Thu, 30 May 2024 at 15:30, K. Thierry Hervé OUEDA <espoirrk@hotmail.com> wrote:



Madam President of Assitej

Dear members of the Executive Committee

We have received the payment notice for Assitej Burkina Faso's membership fees for 2023 and 2024.

Unfortunately, the security and political crisis that our country has been going through since 2016 has intensified over the last two years, with difficulties in cooperation with traditional partners (European countries) that support culture, the cancellation of several calls for artistic projects, and the lack of local funding for culture, especially for young audiences.

Many cooperation projects have been suspended or cancelled for lack of authorisation or financial resources.

This is a huge brake on the development of theatre for young audiences, because without creation, there are no jobs and no income for artists in the young audience sector.

These difficulties make it impossible for members of our centre to make their contribution, and hamper the contributions we need to carry out our activities.

Today, those who continue to perform for young audiences in our country, I would describe as superheroes or crazy enthusiasts.

As president of the national centre, I hereby request the Executive Committee to allow us to pay a flat fee of 100 dollars for the two years of unpaid dues.

We would also like to work with other Assitej centres to co-produce productions for young audiences.

I remain at your disposal for any information you may require. Please accept, Madam President, the assurances of my highest and most cordial consideration.

Thierry OUEDA

President of Assitej Burkina Faso



Annex 11

ASSITEJ

Application for Membership 1: National Centre

(Please fill in this form to be forwarded to the General Secretariat).

Proposed Name of National Centre (Legal name of the Centre as it appears in its constitution and/or national official files)	ASSITEJ SENEGAL
Address of National Centre	Association Djarama Djarama Dialaw BP 27 poste Yenne Toubab Dialaw - Sénégal
Contact details of National Centre Phone: Fax: Telex: E-mail: Skype:	 Association Djarama : +221 77 035 33 55 Moussa Thiam (secrétaire général) : +221 77 558 26 42 // // contact@djarama.org // kalamoula211@gmail.com

<p>Name of Contact Person</p> <p>Private address:</p> <p>Private phone:</p>	<p>Mamby Mawine (nom d'état civil Patricia Gomis)</p> <p>Association Djarama – BP 27 Poste Yenne – Ndayane – Sénégal</p> <p>+221 77 656 66 35 – m.mawine@djarama.org</p>
<p>Date and year of Constitutional meeting</p>	<p>12 juillet 2024</p>
<p>Members of the Board of the National Centre and Designations</p>	<ul style="list-style-type: none"> - Présidente : Mamby Mawine (nom d'état civil Patricia Gomis) - Présidente adjoint : Cheikh Sylla - Secrétaire Général : Moussa Thiam - Secrétaire adjoint : Adèle de Boisgrollier - Trésorier Général : Samba Mbalo - Trésorier adjoint : Anael Moise Nkeoua
<p>Membership of the National Centre (minimum 3 professional members OR 2 professional and 3 non-professional)</p> <p>A. Professional companies</p> <p>B. Non-professional</p>	<p>A - Professional companies:</p> <ul style="list-style-type: none"> - Mamby Mawine (comédienne, fondatrice et directrice artistique de l'association Djarama) - Bérengère Brooks (Directrice artistique et metteur en scène – Compagnie Brrr Production – Sénégal) - Cheikh Sylla (comédien – compagnie Èttu Kajoor) - Arona Mbodji (comédien – Compagnie théâtrale Bët) <p>B - Non-professional companies :</p> <ul style="list-style-type: none"> - Adèle de Boisgrollier (Danseuse, Chorégraphe - compagnie Kepp'art Culture - Sénégal) - Moussa Thiam (comédien – Compagnie Melokaan Atelier Théâtre) - Anael Moise Nkeoua (Prince-art) (comédien – directeur de la Compagnie Tsamina Wa Kongo)

<p>companies</p> <p>C. Institutions, organizations, etc.</p> <p>D. Individual members</p>	<p>- Samba Mballo (comédien – animateur culturel – directeur de la Compagnie Scène-Egale – Sénégal)</p> <p>D - Individual members</p> <p>- Olivier Guillochon (chargé de programme culturel de l'association Djarama)</p>
<p>Give brief descriptions of FIVE of the members listed above, and provide a website, contact email or phone number for each:</p> <p>e.g. Magnet Theatre, a professional theatre company of 25 years standing; specializes in physical theatre, works for and with young people, based in Cape Town, www.magnettheatre.co.za</p>	<p>Association Djarama : compagnie de théâtre professionnelle créée en 2005 – spécialisée dans le théâtre jeune public – Ndayane - https://djarama.org/contact@djarama.org // +221 77 035 33 55</p> <p>BRR Production : compagnie de théâtre professionnelle créée en 2016 – spécialisée dans le théâtre physique pour adultes et adolescents – Dakar - https://brrrproduction.com/contact@brrrproduction.com // +221 77 884 96 26</p> <p>Compagnie Èttu Kajor : compagnie de théâtre professionnelle créée en 2018 – spécialisée dans le théâtre physique pour adultes et adolescents – Dakar - syllart93c@gmail.com // +221 78 193 12 99</p> <p>Compagnie Melokaan Atelier Théâtre : Compagnie de théâtre créée en 2011 – spécialisée dans le théâtre physique pour adultes / adolescents et dans les ateliers théâtre – Dakar. Kalamoula221@gmail.com // +221 77 558 26 42</p> <p>Olivier Guillochon : chargé de programme culturel – diffusion de spectacle jeune public à l'association Djarama depuis 2015 – Ndayane – https://djarama.org/o.guillochon@djarama.org // +221 77 035 33 55</p>

Main objectives for your National Centre over the next 3 years	Cette Association a pour principal but de soutenir et de favoriser l'échange de connaissances, le développement et la pratique des arts de la scène professionnels pour les jeunes publics afin d'accroître la coopération créative et d'approfondir la compréhension mutuelle.
Main activities this year	<ul style="list-style-type: none"> - Création du bureau de l'association Assitej Sénégal - déposé le dossier auprès de Ministère de l'Intérieur du Sénégal pour la création et l'enregistrement officiel de l'association.
Main activities next year (planned)	<ul style="list-style-type: none"> - informer de la création dans nos réseaux et recherche de nouveaux membres - réflexion sur les projets communs qui peuvent être menés par l'association.
Will you charge a membership fee? If so, what are you proposing to charge?	Les frais d'adhésion annuel sont fixés de 5000 Fcfa / personnes.



What are your criteria for membership of the National Centre?	ASSITEJ Sénégal est ouverte à tous les acteurs évoluant dans le spectacle pour enfants et adolescents, dans le respect des convictions individuelles, dans l'indépendance à l'égard des partis politiques. Toute discussion politique ou religieuse est interdite au sein de l'Association. Peuvent être membres de l'Association tout acteur du secteur des arts, de la culture, de l'éducation et de la formation qui accepte de se conformer aux statuts de l'association, d'acheter sa carte de membre et d'être à jour de ses cotisations.
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ASSITEJ is mainly sustained by the fees from its members.

These are the proposed amounts per year for National Centres: \$150 min. - \$750 max.

****Fixed USD-EUR rate 1:1***

Form filled in by:

Form completed on:

Olivier Guillochon (association Djarama)

Economic Distress Form

ASSITEJ International is sending you this questionnaire because you have indicated that your National Centre is facing economic difficulties.

According to the [constitution](#) of ASSITEJ the Executive Committee can waive or reduce the annual fee for those members who might find themselves in



heavy and documented economic distress. The Executive Committee may also identify and use other instruments such as Solidarity funds or Mutual fees to sustain the membership.

In order to understand your situation and be able to support you please respond to the following questions.

Email *

o.guillochon@djarama.org

Name of your National Centre *

Assitej Sénégal

What is the Gross Domestic Product (GDP) per capita of your country? Please convert into EUR *

or USD.

Please follow the link: <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD>

1,745.97

Are there any funding possibilities for theatre and the performing arts in your country? *

Public Sector (institutional support e.g. Ministry of Culture/Education/ Foreign affairs/, national or international arts councils, etc.)

Private Sector (charities, NGO, companies, private donors etc.)

Both private and public

None of the above

I don't know



If you have information about the overall budget allocated to the theatre and performing arts sector in your country, please specify. It can be public and/or private funding. Please convert the amount into EUR or USD. Link to [currency converter](#).

--

Is there any specific funding for theatre and performing arts for/with YOUNG AUDIENCES in *
your country?

Public Sector (institutional support e.g. Ministry of Culture/Education/ Foreign affairs/, national or international arts councils, etc.)

Private Sector (charities, NGO, companies, private donors etc.)

Both private and public

None of the above

I don't know

If you have access to information about the overall budget allocated to the performing arts for/with YOUNG AUDIENCES in your country, please specify. It can be public and/or private funding.

Please convert the amount into EUR or USD. Link to [currency converter](#).

--

Approximately how many performing arts companies work for/with young audiences in your *
country?



Less than 10

Between 10 & 50

Between 50 & 100

Between 100 & 500

More than 500

I don't know

Approximately how many individuals (artists, critics, researchers, pedagogues etc) work *

for/with young audiences in your country?

Less than 10

Between 10 & 50

Between 50 & 100

More than 100

Other:

What is the number of productions for/with young audiences created yearly in your country? * This can be performances, outdoor and/or indoor works, community based performances and similar.

Less that 20

Between 20 & 50

More than 50



I Don't know

How do companies and artists produce the shows for/with young audiences? *

Public funding

Sponsorship

Personal resources

Crowdfunding

Other

If you have replied "other" in the question above please specify here.

--

Are artists and companies paid for their artistic work? *

Yes, always

Yes, usually

Sometimes

Never

Financial development of your ASSITEJ National Centre

How many members are currently part of your National Centre? *

Please specify the number in terms of companies/institutions and individual members (or other categories of membership used in your centre).



9 membres (2 institutions - 7 membres individuels)

How many members are expected to be part of the National Centre in two years from now? *

Please specify the number in terms of companies/institutions and individual members (or other categories of membership used in your centre).

20 (4 institutions - 16 membres individuels)

Please list the possible sources of funding that could support the National Centre. *

Public funding

Sponsors

Membership Fees

Crowdfunding

Other

If you have replied "other" in the question above please specify here.

--

Are there other cultural associations/organizations in your country that have succeeded in finding support or creating income? Please list them here.

--

If possible please share any plans for the financial development of the National Centre.

inclure la cotisation annuelle pour Assitej international dans les projets



que le centre va développer l'année prochaine.

Please let us know how ASSITEJ International can support you in sourcing funding. *

Assitej international peut nous soutenir, en partageant avec notre centre des informations sur des appels à projet susceptible de financer nos projets // en soutenant nos projets à travers des lettres de soutien, de reconnaissance de notre centre national.

Please add any other comments and explanations that explain your financial system and/or whether you are exploring other ways to finance your National Centre (including digital).

Le centre vient d'être créé, la recherche de financement est un point sur lequel nous sommes en réflexion.

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Forms

Dear Mr Louis Valente
Dear Ms Marissa Garay

My name is Olivier Guillochon and I'm in charge of the cultural programme for the Djarama association in Senegal.
As you know, at the Assitej World Congress in Cuba, Mamby Mawine (founder of Djarama and artistic director of the Djaram'Arts cultural centre) was awarded the ASSITEJ Inspirational Playwrights 2024 prize.

Since 2005, Djarama has been involved in developing the young audience sector in Senegal by training young Senegalese artists and presenting shows for young audiences in our network (schools, local cultural venues, the French Institute) created in 2015. In January 2024, we carried out a survey of



Senegalese artistic companies (in all disciplines) interested in young audiences...

We received 61 expressions of interest.

On 16 and 17 April 2024, we organised an international symposium on structuring shows for young audiences, co-produced with Tof Théâtre (Belgium) and supported by the Ministry of Culture, Wallonie Bruxelles International and the Institut Français.

Our aim is to promote the young audience sector among national cultural and educational players.

International actors (Belgium - Canada - Togo - South Africa) working in this field were present (company directors, theatre directors, etc.).

As part of the process we began more than 20 years ago, and knowing the importance and recognition of the Assitej network throughout the world, we want to officially create 'Assitej Senegal' in order to strengthen our approach to institutions and enable local actors to benefit from the artistic openness offered by Assitej.

On 12 July 2024, Djarama initiated a meeting with Senegalese cultural players identified in January 2024 as being interested in shows for young audiences. Following this meeting, an office was set up (see attached meeting minutes). We want to begin the process of obtaining recognition from the Senegalese Ministry of the Interior.

To formalise our membership, the Assitej Senegal office would like to know whether the membership fees can be reduced, given the precarious conditions of the member organisations.

For information: Assitej Senegal charges a membership fee of 7 euros. We have 8 members.

Thank you in advance for your feedback.

Yours sincerely

Olivier.



Annex 12

Economic Distress Form

ASSITEJ International is sending you this questionnaire because you have indicated that your National Centre is facing economic difficulties.

According to the [constitution](#) of ASSITEJ the Executive Committee can waive or reduce the annual fee for those members who might find themselves in heavy and documented economic distress. The Executive Committee may also identify and use other instruments such as Solidarity funds or Mutual fees to sustain the membership.

In order to understand your situation and be able to support you please respond to the following questions.

Email *

assitej.moz@gmail.com

Name of your National Centre *

Associação Internacional de Teatro para a Infância e Juventude de Moçambique – ASSITEJ Moçambique

What is the Gross Domestic Product (GDP) per capita of your country? Please convert into EUR *
or USD.

Please follow the link: <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD>

558.3

Are there any funding possibilities for theatre and the performing arts in your country? *

Public Sector (institutional support e.g. Ministry of



Culture/Education/ Foreign affairs/, national or international arts councils, etc.)

Private Sector (charities, NGO, companies, private donors etc.)

Both private and public

None of the above

I don't know

If you have information about the overall budget allocated to the theatre and performing arts sector in your country, please specify. It can be public and/or private funding. Please convert the amount into EUR or USD. Link to [currency converter](#).

--

Is there any specific funding for theatre and performing arts for/with YOUNG AUDIENCES in *
your country?

Public Sector (institutional support e.g. Ministry of Culture/Education/ Foreign affairs/, national or international arts councils, etc.)

Private Sector (charities, NGO, companies, private donors etc.)

Both private and public

None of the above

I don't know



If you have access to information about the overall budget allocated to the performing arts for/with YOUNG AUDIENCES in your country, please specify. It can be public and/or private funding.

Please convert the amount into EUR or USD. Link to [currency converter](#).

--

Approximately how many performing arts companies work for/with young audiences in your ^{*} country?

Less than 10

Between 10 & 50

Between 50 & 100

Between 100 & 500

More than 500

I don't know

Approximately how many individuals (artists, critics, researchers, pedagogues etc) work

*

for/with young audiences in your country?

Less than 10

Between 10 & 50

Between 50 & 100



More than 100

Other:

What is the number of productions for/with young audiences created yearly in your country? * This can be performances, outdoor and/or indoor works, community based performances and similar.

Less than 20

Between 20 & 50

More than 50

I Don't know

How do companies and artists produce the shows for/with young audiences? *

Public funding

Sponsorship

Personal resources

Crowdfunding

Other

If you have replied "other" in the question above please specify here.

--

Are artists and companies paid for their artistic work? *

Yes, always

Yes, usually



Sometimes

Never

Financial development of your ASSITEJ National Centre

How many members are currently part of your National Centre? *

Please specify the number in terms of companies/institutions and individual members (or other categories of membership used in your centre).

23

How many members are expected to be part of the National Centre in two years from now? *

Please specify the number in terms of companies/institutions and individual members (or other categories of membership used in your centre).

75

Please list the possible sources of funding that could support the National Centre. *

Public funding

Sponsors



Membership Fees

Crowdfunding

Other

If you have replied "other" in the question above please specify here.

--

Are there other cultural associations/organizations in your country that have succeeded in finding support or creating income? Please list them here.

There are few organizations that succeeded , mainly linked with music festival such as Azgo, the dance bienal Kinani,

If possible please share any plans for the financial development of the National Centre.

We are attentive to calls for projects from different international funds

Please let us know how ASSITEJ International can support you in sourcing funding.*

At present, we are in the process of reactivating our center, after 5 years. Our only source of funds is the membership fee. Therefore we request an exemption from membership payments during this phase.

Please add any other comments and explanations that explain your financial system and/or whether you are exploring other ways to finance your National Centre (including digital).

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Forms



To ASSITEJ International
Executive Council

Maputo, 03.11.2023

Subject: Request for fee exemption 2023/2024

To whom it may concern,
We are proud and honored that ASSITEJ Moçambique recently has become a member of ASSITEJ International.
However, as we are in the process of reconstituting our association, we would like to request an exemption of the annual membership fee for 2023/2024.
If more information is needed, We'll be happy to clarify.
Best regards.

Rogério Manjate
(Secretário-Geral da Assitej Moçambique)

Annex 13

Jenny explained that they focused on trying to understand the experience of members and they'd like to focus more on children and young people in future. A constructivist approach was best, using a mixture of quantitative and qualitative methods. They sent a survey to members after the AAG2023 (123 responses) and sent one after AWC2024 (62 people started and only 34 completed), the second survey was very long so that may have been the issue. Many questions were the same across both and then there were specific ones to each event. The sample sizes were quite small so statistics have to be looked at with caution, but they still offered good information and points of view. With the qualitative data, they did some document analysis, which included the *ASSITEJ* books (by Nat Eek), newsletters, websites, BCR information, and some literature to do with the Theory of Change. They made some observations, Richard attended AAG23 and Jenny saw some events online. They attended some of the General Assembly online and conducted 10 in-depth interviews and each was at least one hour long and elicited rich data, with diverse backgrounds.

Richard expressed that in preparation of the reports it has been a constant job, a 12-month engagement with *ASSITEJ*. The baseline report was more desk-based research, he was previously aware of the work of *ASSITEJ* but didn't have a hands-on relationship so that gave him more objectivity in terms of looking at the organisation.

Overview of recommendations from baseline report:

- Evaluators, Secretariat and EC should keep in regular contact (has happened)



- Should evaluators require information, that should be available (everything has been made available)
- The idea of communication furthering and improving with networks and members.
- Open up a dialogue between evaluators and EC, a joint responsibility to see if recommendations are feasible, to what extent they've been adopted and what we are learning from trying to adopt them.

Overview of recommendations from midline report:

- Membership, relationship between members and *ASSITEJ International*
- Communicating with members (website has moved in quite significant ways and the transfer of information there is an uptick)
- Networks and relationship with *ASSITEJ International*
- Sustainability
- Recommendations for Babel project

Sue explained that the recommendations from the midline report are in the new CCE project application.

Jenny summarized the formative findings saying there is broad support amongst the membership, they value several key areas: the community of practice that the organisation has built through personal and professional exchanges, the organisation's advocacy for children and young people and the sector. The conversations about inclusion, access & sustainability are very nuanced, but in general there is still a lot of scope to qualify what is met by those concepts. In terms of access & inclusion, members said their access is hindered by inadequate financial means, impediments to travel (distance, costs, visas),



political restrictions, language, and lack of communication & information. Members themselves have offered some useful suggestions that will be included in the report. Members mainly discuss sustainability in terms of artistic, social and financial, not environmental, maybe because the sector in general is not a high-emitting sector. Feedback is generally positive from both surveys, with some critical views in the post-Cuba survey, but it's important to know that people who complete surveys are usually very motivated (positively or negatively) so there were both extremes, and the data will be nuanced with the interviews.

In relation to inclusion, many participants were pleased to be consulted. The fact that *ASSITEJ* is committed to ongoing evaluations helps achieve this goal.

Formative recommendations (what *ASSITEJ* could focus on):

- Support for regional activities and groups
- Support for National Centres (governance and advocacy efforts)
- Continue to develop communication channels with members

Richard added they have also been talking to the researchers to understand what it has been like to run the research and find any recommendations for the future.

Jenny shared potential structures and ideas for future evaluations with three considerations: focus & scope, ownership, and budget.

Focus & scope: this relates to what the EC wants to evaluate and why (what activities, which members *ASSITEJ* wants to know more about and what the best way to explore questions is).



Ownership: a lot should be done by the people running the activities (organizers of a regional meeting for example), but they need the right support. The evaluators can work with the EC to find ways to develop a culture of evaluation within the organisation. Work to develop approaches and tools that can be used by members to evaluate their own practices and activities they do on behalf of *ASSITEJ* (for consistency and ownership).

Budget: we can have a more strategic focus that can save money, because if the evaluation is embedded more in *ASSITEJ* activities then the budget is going to go further.

Jenny added that this is if people are interested in finding out more about what they are organising, then they wouldn't have to start from scratch. If there were some simple evaluation tools that could go into the National Centre Toolkit, then they could use that.

Louis mentioned the Membership working group could identify key topics to see what is the most important to evaluate.

Richard said there needs to be someone always to analyse the data and tell us what it is really telling us.

Chris suggested that the more projects that use similar evaluation tools the easier it will be to do comparative analysis further down.

Carole asked how we can find what is important for people to measure before we send out a survey because sometimes the context can be very different, and some questions may not make sense. If people participate in the design, they might also be keener to respond to it.



Jenny suggested people could design their own survey with what matters to them, but it has to be that the tools are used for the members' benefit, to have a voice, and shouldn't be a burden.

Louis suggested the possibility of getting the membership on board with the evaluation, having an advisory committee that meets once a year and feeds back into those questions, and having a diverse group, drawing in those who aren't the core membership.

Bebê asked how the EC can define *ASSITEJ International* and its work. We still don't mirror the work that all our members want from us. There is a disconnect with our members and it's mostly about communication. Jon responded that the more we can engage Centres with the work we do the more they will understand.

Annex 14

Kenia shared that *ASSITEJ Cuba* has been working on compiling information from Congress. Dayana and Aidel have been gathering the quantitative data, Jose and Dailin are working on figures and Dorian has sent statistics from the Next Generation Programme. Nevalis said the report has fallen behind because of tech issues but they are working with a designer to adjust and have it ready soon.

Louis asked what the greatest notable impact had been after the event and Dayana said they were able to see where the performing arts are lacking within the country. It was something positive to understand where we are lacking and be able to work on that, for example, there is very little work created for teenagers and early years. She added that the number of children that were summoned from schools was unbelievable, and that meant they were accompanied by teachers who then talked about what they saw in the classroom. After watching *Ttok, Ttok* (from Korea), many professors asked when there would be more inclusive shows; it was the first time for all those families with autistic children to attend the theatre and that would not have happened without the Congress.

Jose said that it was an opportunity to understand what *ASSITEJ* is for Cuban artists and audiences. He also shared that even though there is a strong dance movement in Cuba, there is very little dance work made for children and young people. Kenia added that they have made strong connections with dance collaborators since the Congress and that the Cuban Next Generation



participants who weren't a part of the Centre have now joined and are very active.

Paulo expressed there was great participation from Ibero America and many delegates from Brazil who later joined *CBTIJ/ASSITEJ Brazil*; they have also created a manifesto after Cuba.

Bebê also added that many people from other regions are now interested in creating projects with Ibero America.

Kenia shared that they have presented the *National Performing Arts Council* (CNAE) with a proposal to have an international performing arts encounter for teenagers. Dayana added there are also very few events organised to talk about theory and the scarcity of proposals for this age group and they'd like this to be a part of the event, and they'd like to work on this event together with *ASSITEJ International*.

Jose also mentioned that the *ASSITEJ Cuba* board is mostly made up of teachers who work with teenagers and this event would be created for, with and by teenagers. *ASSITEJ Cuba* has also spoken to professors from the National Arts School to create some kind of laboratory to present theory and practice.

Dayana added it would be a platform for young people to experiment designing a proposal for themselves and not be a top-down project.

Gonzalo said this could be a good opportunity to work alongside the Ibero American network and create different synergies. He added that 2025 is the Ibero American year of performing arts and *Iberescena* has shown interest in participating with *ASSITEJ* and proposed the creation of a cross-sectoral research and development project.



Sue expressed it was a great initiative to continue to demonstrate the work after the Congress.

Stavros said it would be interesting to document any legacy activities for future hosts and if we want to have guidelines for *ASSITEJ International*.

Dailin mentioned the Post Congress had also been a great experience and had been very important for Cuban artists and for the audiences of the communities they visited.

