ASSITEJ Executive Committee Meeting:
Marseille, France
21 - 29 March 2025

Present members of the Executive Committee:

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)
Selloane Mokuku, *Vice President,* South Africa (Lalu)
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)
Shoaib Iqbal, Pakistan & New Zealand (Shoaib)
Stavros Stavrou, Cyprus (Stavros)
Theis Håvard Fincekhagen Campbell Irgens, Norway (Theis)
Yannick Louis Marie Boudeau, Belgium (Yannick)

Present staff members:

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

Guests present during specific meetings:

Estelle Derquenne, *ASSITEJ France* (Estelle)
Jennifer Andersen, *External Evaluator* (Jenny)
Richard Sallis, *External Evaluator* (Richard)

Agenda

1. **Welcome from President, *ASSITEJ France* and *Théâtre Massalia***
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1. **Welcome from President, *ASSITEJ France* and *Théâtre Massalia***

Estelle and Émilie welcomed the EC.

2. **Review of EC Schedule**

The presence of EC members was decided for specific sessions in Marseille.

Networks meeting Tuesday: Bebê, Paulo, Jon, Louis, Julia, Gonzalo, Seok-hong.

Working group for Online Programme: Lalu, Julia, Theis

Welcome desk on Monday: Julia 2-4pm, Bebe & Carole 4-6pm, 11am-12.30pm Lalu, 12.30-2pm Stavros

3. **Regularity of the Meeting**

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

4. **Recognition of minutes**

The EC approved the minutes of the last meeting by a unanimous show of hands.

5. **Present, Absent, Number of Voters**

21 March: 1 absent (Carole), 14 voters

22 March: 15 voters

23 March: 15 voters

6. **Proposal and Approval of Agenda**

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

7. Conflicts of interest

Seok-hong, Gonzalo, Louis, Shoaib, Lalu, Carole and Paulo declared conflicts of interest with the regional cooperation program because *ASSITEJ Korea* and the Iberoamerican Regional Network have applied.

Sue suggested they recuse themselves from discussions on their particular projects and mentioned they would not be able to vote on their specific project. They can all still be part of the general discussion.

Louis commented that there needs to be a first conversation with the whole EC to understand the proposals and conceptualisation, and then decide on the kind of process we need and how to make decisions.

Theis shared that the applications are very different, so from the minute we start discussing what the project should be, it will be heavily influenced by anyone who is involved in any of the applications.

Jon stressed the importance of having a process discussion and of leaving applications out.
Stavros added it could be a good idea to have a committee from the EC but maybe also someone from outside the association.

Julia asked to ensure that those who have applied and don't have a presence in the EC have the same right to present or explain their projects.
Louis suggested holding an interview/meeting phase for these proposals so people can explain their projects in more detail.
Bebe also suggested looking into synergies, inviting people from those applications that are not represented, having a conversation with all, and then having an external group vote.

Lalu added that once we give feedback, they may have an opportunity to improve their proposals.

Paulo asked to have a register of who voted and make sure there is a quorum. He declared that he shared his thoughts with the Iberoamerican Network while building the application, so he doesn't feel comfortable discussing it with the EC, as his thoughts are all in a specific proposal and will be reflected there. I prefer to discuss what the project means after the decision is made.

Yannick mentioned that in terms of deadlines, Mongolia's project is linked to the EC invitation in September. This means we need to define a deadline to inform participants. We can form a team this week to work on the evaluation.

Yannick declared a conflict of interest regarding the EC invitation to Senegal in 2026 because he was involved in helping them develop the proposal, and Bebê declared a conflict of interest regarding the invitation from Chile.

8. Cultural Acknowledgement and Access Riders

Jon shared that we will be trying out language buddies for the first time in Marseille.

9. Reports / Updates

9.1. President's Report

Sue read the President's report.

Lalu said *ASSITEJ* could now talk more with governments, drawing on research, to have a greater influence.

Yannick reflected on Sue's *ASSITEJ International* work time and how we can remunerate it.
Sue said the volunteer nature of the role is important, but the role has increased, and it's worth thinking in terms of succession and who has the capacity and resources to support that.
Louis suggested we consider providing travel support for the president role to make it more broadly accessible. Sue said this is important for the idea of equity, enabling people who don't have funding in their countries.

9.2. Secretariat Report
Louis read [the Secretariat report.]

All contributors who were supported to travel to Marseille were from low-income countries. EC made proposals for Strategic Invitations, and most were invited.

Regarding *NAF* contracts, the digital infrastructure for our events platform is shared between *NAF* and *ASSITEJ*; we need to determine what that shared ownership entails.

For the PAC survey, a paid person from the EU will collect all responses. We decided to send the survey to our European membership only for now because of how it is written. We can use this learning and then replicate the survey for other regions, but we need to think of how we would use the responses; otherwise, it is a waste of time for people.

Julia said it is important to keep the archives in Germany involved and linked to the library.

Louis and Yannick attended a Culture Compass for Europe meeting in Brussels. The commissioner wanted to hear from different sectors before drafting a policy and invited 50 networks, including *ASSITEJ International*. Widening access and participation were topics discussed, and Louis gave a speech about audiences and children. The Commissioner discussed children's rights but didn't mention culture, so Louis shared Lanora's research on the right to cultural participation. Our goal is to make children's cultural participation a key element of the cultural compass. We need to think of what it means in terms of actions and consider creating an alliance with those who stand for the same things.

Lalu suggested highlighting article 31, and maybe having a project to say that is what we are elevating. Louis agreed, saying that could work with some World Day ideas and having it as an overarching theme/message across activities. Especially thinking of linking it to political actions. Sue added that Articles 12 and 13 should also be included (self-expression & participation). Our cultural approach has incredible power in terms of participatory methodologies.

Julia asked whether *ASSITEJ* works with a *UNESCO* framework to look into this, since there are several interesting points.
She added that it is important to consider our core priorities this term. Increasingly, it is essential to establish a political strategic level and for more of us to seek partners. Perhaps we should leave events more to our members while we concentrate on advocacy and the political sector.
Bebê reminded everyone that *ASSITEJ* has become a very hands-on association, and that is part of our success; we need to find a way to maintain the community. Gonzalo shared that *ASSITEJ Spain* is also rethinking its mission, but most of its funding goes to project-based activities. Not sure what the EU funding states.

Louis explained that we now have a framework in the grant agreement; there are things we promised to deliver that reflect this, and we can reallocate staff resources. The new communications staff member will enhance our advocacy, and we have invested in research, so we are prioritising the advocacy side. It still feels important that we continue contributing to events and offer a diversity of activities. Lalu added that it is important to constantly think about succession and sustainability of those who do the day-to-day work.

9.3. Treasurer Report

Emilie mentioned that Louis did a lot of the treasurer's work because she hasn't had much time for the preparations for the *AAG*.
It has been complicated because there wasn't clarity on who would do accounting for 2024.
The final balance for 2024 is 16,786 EUR, which is very close to what we expected. There was a little more income from membership fees, and we also collected some from previous years. Sales from the Congress were also good.
There is still no confirmation from EU grants, but we will most likely receive the full grant.
Reserve funds at the end of 2024 total 80,000 EUR, which is a good start for co-funding the new EU project. Emilie thanked Roberto Frabetti and his staff for their work. Emilie also clarified that this was the prudent version of the budget, so that amount will increase. Half of the money will be allocated as co-funding for the next EU project. This will be presented to the General Assembly.
Sue added that there are several reasons for these reserves, and another is to ensure we can pay employees, because at the moment we don't have that in place, so our staff are on yearly contracts.

Gonzalo asked about the 2025 membership fees, and Louis explained that members must declare their annual income and have the option to apply for exemptions. The draft for members will be ready in April.

Lalu asked about the cost implications of transferring money and the charges that happen in between. Emilie said we need to see how that works when we move out of Italy. Lalu inquired about the possibility of people paying in cash, and Louis responded that it depends on the bank policy when we move countries. He added that sometimes centres pay in cash, and he takes it personally, makes a transfer to *ASSITEJ International*, and that we can do it in very special cases only. Chris suggested potentially looking at an account with Western Union or something similar.

Louis proposed that we obtain formal email approval in April for the 2024 statement. The Constitution says we need to do it within 4 months of the end of the financial year. Then the General Assembly can approve it in May and give an indicative opinion on the budget going forward.
Emilie added that we also need to look at salaries and consider the president as well as raises and travel expenses.

Emilie explained we need an answer regarding the EU 2024 grant, and then we can finalise the budget proposal for 2025. Sue clarified that, legally, there is a need for EC approval by the end of April and then General Assembly approval in May, and submission to RUNTS in June.

Jon suggested putting together an information pack with questions for the next EC.

9.4. Working group reports

9.4.1. Management

Sue read the report from the working group and mentioned that this report has tasks that need to be addressed quite urgently.

9.4.2. Membership

Stavros shared the report from the working group.

Gonzalo added that he met with Alana from Bolivia to discuss creating a National Centre.

Julia explained that there have been some emails with Bangladesh, and the group will talk about how to meet with them and develop a strategy.

Sue expressed that it has been great to have more detailed conversations before centres are established or re-established.

Seok-hong shared that Nepal is slowly reincorporating as a centre.

Julia mentioned the possibility of a session with new and emerging centres to welcome them to the community, similar to the network session happening at the *AAG*. Louis added that they should also be welcomed at the GA.

Lalu asked about the status of various African members and how to address issues when they are not renewing their membership. The Secretariat clarified the status of these members and said that most are up to date with their membership.

Paulo clarified that Angola had been very out of touch, but the membership group had made contact with Orlando, who was coming to Marseille but did not get a visa, and he is also connected to the Lusophone network. It's more about having a dialogue with them and sharing things.

Louis proposed that the membership working group identify where an official decision on a change of status is needed.

Louis suggested creating a format for an annual membership report that will remain in use for several years. This report should track activity over time and incorporate data from surveys and membership information, allowing us to communicate more effectively with different countries.

Gonzalo suggested focusing on a different national centre in the newsletter each month. Stavros added that centres can be sent a short survey asking for information to promote them on social media.

Gonzalo shared that the Ibero-American centres collected a great deal of information to develop the application for the regional cooperation programme, and it's very interesting to learn more about the other centres.
Louis said that a survey can be sent to them when we send the fee information so that we can collect important information. We also need to know how many artists we represent.

Sue clarified that the conditions of membership require them to provide an annual report. We had a form around 2015, but it had too much information and was unmanageable. We need to manage expectations and capacity across the different membership scales.

Lalu asked about setting boundaries with members to find a way to support centres facing conflicts.
Sue agreed that the big question is what we are responsible for and where we can't get involved. We need to be careful about taking an authoritarian role in a situation we don't necessarily understand; it's worth considering in terms of policies and protocols.

Stavros reiterated that the preparation period before establishing a centre is very important, and we have seen this with the latest centres (Indonesia, Greece, Ghana), which also makes it harder for things to go wrong because you have many perspectives from the beginning.

9.4.3. Communication

Gonzalo shared that recruitment for a communications staff member has begun.
Changes were made to the World Day logo, and an advocacy letter was added to the toolkit.
Gonzalo, Marissa and Shoaib have discussed about a strategy of communications and have a strong idea to link World Day to all communications and all centres, creating a narrative of cultural rights for

young audiences. We try to communicate many activities, but not under the umbrella of cultural rights, and this is our main idea.
Shoaib added that the strategy will include a schedule and deliverables so we can track our progress each month.

Gonzalo suggested using ClickUp to create a shared calendar that everyone can add to on their phones, making information accessible.

9.4.4. Partnerships and Research

Bebê mentioned the work on the Professional Exchange Programme had been very time-consuming, but the French team made a preselection, and things went very well. There were a total of 160 candidates, and 40 were chosen.

Iberescena has invited *ASSITEJ* as a consulting commission (Paulo, Bebê & Gonzalo).
Paulo met with them two weeks ago and with other institutions, and had an online meeting in which he proposed looking into how all the networks can be connected. The Arts Council in Brazil has someone in *Iberescena* who heard about *ASSITEJ,* so now we have a meeting to discuss funding possibilities. It's interesting to give space to children's rights in this institution.
Louis shared that he has been in touch with Renan (former *Iberescena* President), and he is very interested in supporting the creation of a centre in Panama.
Gonzalo met with Zaida about the co-financing situation. She said it's difficult because it's uncommon for another institution to offer a special project, but another possibility is to talk with members of *Iberescena* and create this project with them.

Yannick has been in contact with the Secretary General of *UNIMA,* and they are very open to working with *ASSITEJ*. He said it would be interesting to be part of the NGO-*UNESCO* Liaison Committee for global visibility, and they have some funds available, although we would need to have someone specific to follow up on all these meetings.

Yannick said that we should think not only about opening up to other performing arts networks, but also to those that work with access to culture in a cross-sector way.

9.5. Committees

9.5.1. Artistic Encounters

Teis shared the working group's report and went over what the Artistic Encounters will consist of during *AAG 2025*.

9.5.2. *ASSITEJ* International Professional Networks

Bebe shared the agenda for the meeting.

9.5.3. Green Team

Julia shared the sustainability action plan and mentioned the team will use this as a reporting plan because these are the tasks that we create, and it speaks to the SHIFT program.
We just had an audit with a lot of discussion about Cuba, and the problem with SHIFT is that they require a lot of data we couldn't provide, so we are reflecting on why we can't do it. We can use this later to argue that the tools are very Eurocentric because they impose European standards on cultural collaboration, and we are meeting their limits; we need broader, more global standards and tools to better understand other cultures and countries.

9.5.4. Open Door Team

Jon shared the group's report.
For *ASSITEJ* events, it is now mandatory for delegates to indicate whether they have any access requirements, and this has tripled the number of

people who report having access requirements. So far, all but one are from the UK, so we are looking at why this is.

Regarding the Diversity Benchmarking project, the more active centres are those focused on disability.

Louis asked if the document produced as a deliverable could be disseminated as an access toolkit. Jon said some things need to be added, and it should be a living document that is revised constantly. Stavros also mentioned that it needs more examples from outside Europe.

Lalu suggested the *ASSITEJ* Manifesto needed a review; there may be updates needed, maybe in terms of language or other things. Louis suggested the Communications working groups take a look at it.

Jon suggested adding an access focus to the *ASSITEJ* newsletter.

9.5.5. New Voices

Sue shared that the steps taken to reinvent the Next Generation programme were not what NG Network expected, including a name change, which makes their network title no longer relevant. The EC felt the need to change, and since it is an *ASSITEJ* project, we had the right to do so, but we can't deny the network's sense of ownership; it's the core of their identity.
Things to consider are: what's the relationship between the programme and network now? Does the network have a purpose past that programme?

9.5.6. Babel Creative Europe cooperation project

Yannick shared that this year is the last year for Babel; it will end in November during the Import/Export Festival. The idea is to have all the Babel activities, organise a conference, and invite policymakers. There will be a book presentation, a catalogue of inspiration, based on the research

by Wolfgang Schneider and Nicola Sherer and contributions from Kitty Morley and Roberto Frabetti.
The project's last regional workshop was co-organised with Shoaib in Pakistan. There were 56 applications; no one applied from Afghanistan, and visas were unobtainable for people from India and Bangladesh.

Yannick shared that the partners would meet in Marseille and present the Ethicometer created by the French team.
He mentioned there have been some management issues. Teatercentrum is currently collaborating with a company in Copenhagen that specialises in deliverables, since those need to be ready by May.

Regarding budget, *ASSITEJ* has 16,650 EUR to report for an ASSITEJ coordinator, common costs for *ASSITEJ* workers (Marissa and Louis), partners' staff costs and mobility costs.

9.5.7. Impact of Crisis

Stavros shared the report and mentioned the group has started collecting material for a database. There will be a session on this with the New Voices participants in Marseille.

9.5.8. Inclusive Pathways to Participation

Sue mentioned there will be interesting panels and conversations around this topic during the *AAG*.

10. Ratifications

10.1. Online Votes

The EC ratified the following votes that had been previously made online:

-Acceptance of *ASSITEJ Ghana* as a new National Centre, 13 votes in favour
-Acceptance of *ASSITEJ Greece* as a new National Centre, 12 votes in favour

-Acceptance of *ASSITEJ Indonesia* as a new National Centre, 11 votes in favour
-Invitation to *Iberescena* for partnership, 13 votes in favour

11. Memberships and Member Requests

11.1 Ivory Coast Application for Exemption

12. Specific Items of Business

12.1. Evaluation Workshop with Jenny and Richard

The idea of this workshop is to begin building an evaluation culture within the association and identify ways to improve.

Richard and Jenny gave a summary of their BCR evaluation and guided the EC through a practical workshop through a presentation.
The EC met in working groups to discuss the prompts from Richard and Jenny, then came back to share their thoughts.

Management:
Interested in the idea of what *ASSITEJ* is responsible for and how members understand this, and where our boundaries lie in relation to members. There was a suggestion to add that in the National Centre & Network toolkit.
The question of governance came up, and what it means that members want to be more involved.
Minutes of meetings and short summaries could be shared on the website and in the newsletter; we can see how many clicks we get and how much interest there is. Julia shared an idea from *ASSITEJ Germany* in which, after each meeting, one person writes a short report on what happened, which is more personal and also touches on important points. There could be an extra online meeting for those who want to know more about the latest decisions.

The community of administrators in centres should connect to the Secretariat, and maybe collaborate through Umbrella Sessions. Collect existing policies and share documents.

Communications:
The National Centre toolkit needs updating.
We need a communications strategy to showcase all the topics we address and increased resources for the World Day campaign.
The group will create content to share about centres, showcasing their activities and how they manage their centres.
Currently, we mostly share news and happenings; we need to talk more about the association and how to strengthen it. The toolkit can be broken down into different parts and shared regularly.

Louis expressed the need for a channel to share direct information with members, like a WhatsApp community where we respond to one question and everyone can see it, which creates more engagement.

Membership:
With the creation of this working group, there is now a greater focus on how to communicate more effectively and sustainably with our members.
We have started a new welcome process for new centres and have included more meetings with them to provide support.
Talking about governance, we can try to ensure there is also an administrators' and producers' meeting in Seoul for those who are not necessarily artists, providing a platform for them to meet and exchange ideas.
It's important to continue supporting existing centres because people involved are always changing. It would be nice to have small focus groups for administrators.

Bebê expressed that it could be interesting to have a version of our toolkit for administrators, a sort of tutorial.

Louis commented that maybe the association needs a name change and a mention of TYA/PAYA before *ASSITEJ*, so people understand what we are at a glance.

Julia asked that, for future surveys, we include more concrete questions so members can give us detailed, specific answers and we can better respond to their needs.

Partnerships & Networks:
The group found very little in the evaluations related to this work. It is not clear that the membership understands how we came to occupy the spaces we now hold in the EU and the respect we have from our peers; maybe we can introduce stakeholders. The group asked for help pitching our cause in three minutes and explaining our selling points. Public spending is based on statistics; how can we build our discourse to be successful?
We are more and more equal partners to other EU networks. We would like to see how to overcome this eurocentricity, and how colleagues from other countries link with other institutions or funding bodies. For example, what is happening with *Iberescena*, where we now have an *ASSITEJ* representative on the advisory board for this year.

Paulo explained that the reorganisation of the working groups seems to respond to the evaluations. Each group already produces several reports/documents, so we can think about how to organise them as we work on them to have material for this culture of evaluation. The reports can identify action points to build an evaluation and actions from the beginning.

Louis said there is a strategic priority to diversify our income streams; this feeds into going outside Europe. We have now begun with *Iberescena* and need to do the same for other regions. Maybe we need an advisory board to help us diversify and identify key people.

Jenny asked the EC to consider what cultural equity means for *ASSITEJ* specifically, in relation to the working groups. That would help the evaluators identify which areas to focus on in the next evaluation, and whether there are any themes or philosophies to investigate related to cultural equity.

12.2. Seat of *ASSITEJ*

Louis went over the [Seat of *ASSITEJ*] document that had been previously shared with the EC. The Management working group suggested selecting Denmark as the new seat and shared their reasoning.
Both scenarios were good (Belgium and Denmark), but in Denmark, there is less reporting for associations like ours. Security measures are mainly in banking aspects. In Belgium, we need to send GA minutes in an official language of Belgium, not English; we need to go in person to the bank for the first time to get access and in Denmark, it is all digitalised with an app that scans your passport, and very few countries don't work with this app.
The group looked at quotes from a Danish accountant and two Belgians; the Danish estimate was around 3,500 EUR, and the Belgian estimates ranged from 9,000 to 15,000 EUR.
The long-term picture and the lack of legal hoops in Denmark make it easier to swap officials when we have new staff and EC members. We can make a formal arrangement with *ASSITEJ Denmark* in case we need them to be the bridge, and we can cover the admin of that, which would be minimal.
We will start setting it up so it is ready for approval from the General Assembly.

Because we don't have commercial revenue, we can apply for tax exemption.
Theis asked if the selling of tickets did not exceed what we are allowed to make as revenue, and Louis explained that if we sell passes mainly for members and the revenue is used for purposes of the non-profit, it is not commercial revenue. They assess specific cases, and it may depend on the revenue amount. If it becomes relevant for Korea, we would have to ask the tax authorities. It could also be the case, as in this *AAG*, that we use our website/system, but the PayPal income is *Théâtre Massalia's,* so we don't cash the money into our account.

Yannick said this also meant our budget would increase because we would spend less on accounting. Louis explained that the current budget had already accounted for this decrease in admin costs, and that we could increase the salary of a staff member to take over some of this work with the appropriate check-in mechanisms.

Yannick mentioned that one positive aspect of moving to Belgium was its international association status, which would make it easier to obtain funds. He explained that there is a federation of associations based in Brussels that fights for the networks that are part of it; it lobbies for them.

In terms of the timeline, Sue explained that it needs approval from the General Assembly, and if everything is in place, we can transfer at that point through a legal process that concludes in Italy and transfers to Denmark, aiming for this to happen at the end of June.

Louis questioned if it could be a problem that we move to where the Secretary General is currently based. There was general consensus that it was not an issue because three proposals were considered, all of which had to be in the EU for funding purposes. This option will also be useful when the Secretary General changes, and when few countries accept constant changes in board members. Having a staff member there in the beginning will be helpful, just as it was helpful to have Roberto in Italy when *ASSITEJ* was first registered.

Theis suggested adding more information about any potential costs of having to move again at some point, as a safety measure in case it is necessary.

VOTE:
Is the EC in favour of approving Denmark as ASSITEJ's new seat?
Unanimous vote in favour.

12.3. Regional Cooperation Programme

The timeline and procedure will be discussed with all EC members, and there will be a separate conceptual conversation without those with a conflict of interest. A selection committee will be formed without members with conflicts of interest. Final responses should be sent to applicants by the end of April.
Members with NO conflicts of interest: Sue, Theis, Julia, Stavros, Jon, Bebê, Èmilie, Yannick.
Louis expressed a potential conflict of interest because Uyanga Ayurzana from *ASSITEJ Mongolia* has been talking with *Batida* about participating in the festival. Bebê stressed that the Secretary General should be involved in the process, and Theis agreed since the project doesn't involve money or selection of productions.

Lalu suggested establishing a clear framework for how the EC reached decisions, and documenting it so members can understand the process and criteria. Louis agreed that there needs to be clarity on anything not mentioned in the call, but that will be used to evaluate proposals.
Sue mentioned the selection group should read all applications and come up with a series of questions, then hold a group meeting, and provide a space for candidates to talk about their rationales, with a feedback format for each.

Bebê expressed that if the idea is to support more than one applicant, applicants need to know they won't get full support, and there can be a conversation about other things that could help financially beyond this application so they can sustain the activity.

Shoaib added that, regardless of who is selected, we should ensure that everyone else from that region is somehow engaged in the project as well; it's all about cooperation and working together.
Carole said that, in terms of funding, this should have an impact across the whole region and create more opportunities for people to secure financing to do more there. It is an opportunity for the EC to learn more about what things are like in each region, so we can find ways to stay there as mentors and continue supporting. Louis agreed that we want this to be a game-changer for the region, and it would be interesting to explore the functionality of regional networks and how we can work with them. Bebê also suggested giving people space to discuss proposals that were not selected; perhaps someone is interested and can offer funding.

Julia expressed that it was important to have outside eyes so the EC doesn't seem like the only ones with power, to ensure power is distributed, to foster openness, and to get a different perspective, and maybe to prepare more people for this work and make it more accessible.
Theis argued that this group has been elected to have the responsibility, and if we invite someone else, we are making very specific choices of which sets of perspectives we invite in, so maybe we need to let others nominate who that would be. In the end, the EC is responsible for the decision, not outsiders.
Lalu suggested considering the researchers, as they have a vision for where the association is headed.

12.4. Future EC Meetings

The EC received the following proposals to host an EC meeting in 2025:

- Ulaanbaatar, Mongolia – “Wanderlust” Touring Theatre Festival (20 September - 4 October).
- Montreal, Canada – LA MÈCHE COURTE (7-16 November).
- Yaoundé, Cameroon - FATEJ (5-12 December).

The EC received the following proposals to host an EC meeting in 2026:
- Santiago, Chile - FAMFEST (August)
- Ndayane, Senegal – Djaram’Art Festival (June)

Seok-hong asked whether the EC could also meet other artists from the region and have a greater impact through the visit.

The EC recalled EC meetings from the previous 10 years to consider regional spread: Czech Republic, Cuba, Serbia, South Africa, Jordan, Sweden, Spain, Uruguay, Norway, France, China, Germany, Korea, Italy, UK, Cameroon, India, and Australia.

Sue mentioned that Canada is interested in hosting a World Congress, and *CINARS* is interested in making a greater push in TYA. There are not many opportunities to travel to North America, and the situation there is very dire; it could also be a way to support the USA. Bebê added that Canada is a heavyweight in terms of international collaboration and networking.

Bebê shared that the festival in Chile is very big and brings many artists from the region. However, we have already given Iberoamerica the main stage for the Congress, so maybe we should wait before returning to this region. She said the proposal is not as strong, but they have the potential. Fan Fest is treated as a private event and not connected to Pro Chile or the Council. Gonzalo shared that they are more open now; he visited last year, and the Ministry and other institutions were very involved.

Louis said one option was to keep one meeting open for 2026 until we decide on the regional cooperation programme. For 2027, if Korea is in July, it would be good to have one at the beginning of the year.

Carole mentioned EC meetings haven't taken place in North America for a long time, and with the current political situation, it would be interesting to go and see what the impact is. Mongolia would be interesting for our first trip to the region we will be in 2027, and we could meet with partners towards the Congress.

Louis shared that there is some allocated budget for hosts. We have 8,000/year to support hosts.

Julia suggested talking to Canada, Mongolia, and Senegal about dates, as they could all work if we are able to move them.

Paulo reminded the EC that it was very successful to have a meeting in Uruguay before the Congress in Cuba, so we should think of this in terms of Korea.
Seok-hong said an Asia meeting could happen in Mongolia, but they may not have the capacity to host.

More discussion is needed around all options. Cameroon is not an option because there was a recent EC meeting there.

12.5. New Policy Approvals

Sue mentioned that a new media policy needs to be created and that a decision needs to be made on whether to leave X.
There is a need for a protocol on when *ASSITEJ* gets involved in member issues and when it does not.
Open discussion about public statements needs to happen, and the current EC should agree on this policy.

13. Updates from *ASSITEJ* Events

13.1. Dates 22nd World Congress

Seok-hong shared a working document on the World Congress in Korea.

ASSITEJ Korea has been considering the legacy of the Congress. The date of the event will most likely be July 22-31, which is typically the time of their Summer Fest and children's vacations. It will be quite hot, so outdoor activities can be difficult, and there was a thought of moving it to May, since in Korea it is the month of children/family. On 1 May, there is a march for children's rights every year, but there may be too much going on.

One vision focuses on children and their voices; traditionally, we think they must be taken care of and not listened to; the aim is to ensure their voices are present. Asian identity is another vision, and a third is future and technology.
There is a desire to connect with other cities or countries (e.g., China, Japan) to organise a Post-Congress.

Louis asked how much dates affect the child audience/participation, and Seok-hong said the Summer Fest usually hosts 10-15 productions, with about 60-70% of seats occupied by families. During May, there is also a big audience, but we have to compete with other events. *Ricca.ricca* is also held during the summer period, and China has a festival on similar dates, so it makes sense in terms of sustainable travel for delegates.

If it is convenient for *ASSITEJ Korea*, Louis suggested keeping the event website and the Contributor Zone. He asked whether there could be a level of sharing of income from delegate passes; maybe *ASSITEJ* could take a percentage of the income, so we also share the risk, rather than having a set amount. It is important to ensure financial sustainability and consider the burden on the host, but it would be helpful to have a percentage for our co-funding.

14. Next EC Meetings

14.1. Need for an Online Meeting Before the General Assembly?

14.2. General Assembly: Dates

- 15 May 2025, 11:00 pm CET (Seok-hong, Louis, Jon, Sue, Paulo, and Chris will be present.)
- 16 May 2025, 9:30 am CET (Gonzalo, Émilie, Theis, Stavros, Julia, Louis, Lalu, Yannick, Sue, Seok-hong, Chris, and Marissa will be present.)

15. Representation of *ASSITEJ* at Upcoming Events

16. Reporting Back from Working Groups & Committees

16.1. General Update on Progress

Impact of Crisis Workshop with New Voices:
The New Voices Fellowship has been set up properly and is working well, and the Next Generation Network is also very involved. Gaël Hubert-Blanchard (*ASSITEJ France*) has been amazing.
The programme is still based on the Next Generation model; we are trying to see how the network and the new group move together.
During the networks' meeting, they were asked to draw a map of how they see their network, and Next Generation highlighted a sensitive area; they want to find a way forward for everyone in the programme.

Sue mentioned that the programme can be used differently in the future, and this could become the network's project. We can use New Voices to find any gaps in cultural equity (age, indigenous, administrators, etc).

Artistic Encounter:

Great first day; people really responded to it and were enthusiastic. The moment for introductions is very precious and necessary; people want a platform to share.
Having a translation took a long time, but it forced the group to break it down further and make it easier for people to understand; it would be good to always have it.
Things that happen in smaller groups don't need to be shared back; the main part is the conversation going on in those small groups.

Carole shared that she realised during this first gathering from the other side that it is easier for her to work by meetings than by emails. She thanked Émilie and her team for their sense of hospitality. It's a place where everyone comes to be, as practitioners, to be inspired, regenerated and belong with their community.

Shoaib mentioned that, in terms of inclusion, we need to address visa issues; it is a matter of access and inclusion.
Same thing with child participation that comes up again and again, and we don't do this; it needs to be addressed.

16.2. Any Proposals that Require EC Decision

16. Any Other Business

Newsletter assignments were made for the rest of the year.

17. Closure & Thanks

18. Annexes

President's report – Marseilles, France, 2025
March 21 2025

Our Executive Committee is made up of people who are workers in the arts sector, who are artists and producers and in organisations, all very busy and yet who pour their energy into ASSITEJ on top of everything else – their life, work and creativity – expecting nothing and giving such a lot. It is an extraordinary time when we can all come together to celebrate the power and commitment of this community, and of each other.

The work I do has increased because of the funded projects and I have estimated that the work I do for ASSITEJ is 3 days a week on average. This increase is true for everyone on the Executive Committee, and we know our staff are extremely busy. With the new project already underway, we are noticing how much better we are at systems and making sure we tackle what we can manage while remaining ambitious for ASSITEJ and our aims. However, there are still great challenges and moments when the workload for all becomes top-heavy.

ASSITEJ has changed and continues to change, and each time we meet it is a chance to look at our work practices, our goals and our capacity and make sure that we are on the right track. I'd especially like to review the working groups and committees and ask the EC whether this system is working and how the workload could be managed better

Meetings:

· With the steering group for a Philippines National Centre · With the steering group for an Indonesian National Centre · Gonzalo Moreno about the communications MOU with ASSITEJ Spain · Communications working group about Take a Child to the Theatre campaign

· New Voices Fellowship meeting with Next Generation Network · Artistic Encounters Meeting

· Vigdis Jakobsdottir and Committee for Networks

· Meeting about outside Evaluation MOU and culture of evaluation with Richard and Jenny

· Meeting with Asia/Oceania group to talk about Regional Cooperation – thanks Shoaib for organising

Research

· Hosting online presentations:

· Nishna and Caleb – Demographics of leadership presentation online - planning for and hosting first session – thankyou to Stavros for doing the second one
· Selina - Qualitative data case studies presentation online - planning and first session - thank you to Louis for doing the second one
· Michael, Kelly - Value of TYA presentation online - planning and hosting both sessions
· Met with Michael and Kelly from CREATE Uni Sydney and Richard and Jenny to discuss potential symposium around the topic of Value of TYA for the European Union – further discussions will be had once we know the outcome of the tender we submitted and the result of various key stakeholder conversations.

Deliverables:
· Created the precis of the research streams qualitative and quantitative which was a combination of Lenora's data and Selina's case studies. · Created other documents to assist with deliverables final reporting

Attended:
Marseille coffee session
Umbrella sessions

EC meeting: preparation and chairing

ASSITEJ Administration: Letters of support; responding to emails; making introductions between artists and presenters and between artists; sending messages via video to members; writing messages for Members' festivals; proofing and editing minutes, newsletter, letters and documents; writing policies and drafting contracts.

Financial systems: working with Louis to create a plan for financial clarity in the future. I am now one of the authorised people at the Italian bank to create payments and have the app on my phone. Met with Roberto to discuss the steps to undertake for the transfer to a new seat.

AAG 2025
· Organised Vigdis to facilitate the International Professional Networks meeting and met with the IPN committee and Vigdis to plan this session.
· Worked on New Voices Fellowship including: meetings with NG Network; coordinating the selection committee to select participants

and making the final list; created the draft program for participants and coordinated adjustments; worked with Gael, Jodie and Marissa; organised a second meeting with NG network and NVF committee to bring us all onto the same page – huge thanks to Gael, Jodie and Marissa for doing all the details of the residency.

· Edited and proofed the program descriptions for English translation · Online Only (new name for No FOMO) – met with Chris and Louis to create a basis for an online festival.

At home

· Created the introduction to evidence appendix for the National Report on Children Young people and the Arts and commenced sharing the report in person with key stakeholders

· Drama Victoria presentation on ASSITEJ – audience of teachers, researchers and artists.

· Chairing ASSITEJ Advisory group – national consultation board · Writing submissions to Victorian and Federal government on theatre and the arts

· Organising communication and connection between Australian delegates to Bright Generations

Report from the Secretariat
EC meeting in Marseille, France
21 – 29 March 2025

These are the headlines of the work done by the Secretariat since the EC meeting in Prague, Sep. 2024.

Activity	Who	Description
Event website	Chris, Marissa,Louis, Devlabs, NAF, Massalia, ASSITEJ France	A very, very big work on the event website, front pages, ticket pages and ticket infrastructure, design, translations and much more. Big applause!
Contributor zone,	Chris, Marissa French team, NAF, Devlabs	Improvements of C-zone, Import and management of all events, liaison with contributors.
Coordination of recording, streaming and translation of professional exchange sessions at Bright Generations, consent forms	Chris, NAF	
Customer Service (Fresh Desk)	Chris, Marissa, hosts	Responses to small and big inquiries.
Communication with delegates, travel forms, access needs, Language bodies	Marissa, Chris, Jon	
Digital programme	Chris, Marissa, Louis, Sue	
Event communication to members and others	Marissa	Dedicated newsletters, social media and website
A million of small tasks	Chris, Marissa, Louis	
Professional Exchange selection	Bebe, Yannick, Lalu	In-person meeting in Paris.
Contributors support and strategic invitations	Louis, Marissa	All selected contributors from ASSITEJ's Low-income countries list could apply for travel support. All who applied received support. EC members made suggestions for strategic invitations.

		Louis prepared a proposal for the division of the available budget and the EC approved by email. Marissa collected documents for all persons. Roberto paid most of them. Roberto is remunerated on an hourly rate.
Performing Arts Coalition	Louis, Chris, Bebe, Yannick	Contributing to designing surveys, setting up surveys in Zoho, Defining ASSITEJ's role in a European survey, building the relationship.
Contracts with NAF and Devlabs	Louis	Contracts for the work on the website for AAG2025.
Outstanding deliverables of BCR	Louis, Marissa, Chris, EC	All outstanding deliverables uploaded to the EU portal. 72 in total for the project. A great collaborative push between the EC and staff.
Final reporting of BCR completed	Louis & Marissa	All deliverables were finally approved and all reporting elements handed in on 17 March. KPI's, summaries, technical report, and deliverables with issues. Now we wait for approval and final payment.
Grant agreement for CCE	Louis, Roberto	Operational budget translated into EACEA template and adjusted to comments from EACEA. Refinement of deliverables completed and grant agreement signed.
Annual Accounting 2024	Roberto	Annual Accounting completed.
Annual Statement 2024	Louis, Danish accountant	An almost final version of the annual statement in the Italian template has been produced on the basis of the bookkeeping of Roberto.
Newsletters	Marissa	The issues of October, Nov, Dec, Jan, Feb, March
Website Updates	Chris, Marissa	
e-Library complete	Chris, Devlabs	All video content recorded since 2021, articles, media files, digital archive (relationship with frankfurt archives)
Meetings / correspondence with members		See membership working group report.
Member questions to Regional Cooperation Call and EC meeting host	Louis	
Liaison with Commissioner cabinet and EACEA representatives	Louis	Inviting them to attend Bright Generations. Head of Sector, Corrine Rigaud attends on the 28th and 29th.

Professional Networks	Sue, Louis, Bebe, Jon, Paulo	Preparation of working sessions with the professional networks prepared together with former EC member Vigdis Jakkobsdotir.
Research streams	Louis, Chris	• Quantitative Access data stream finalised in December 2024. • Mapping of EU policies initiated with Lanora Callahan (under Partnerships and Research Working group). • Liaison with Value of TYA and presence of researchers in Marseille.
Seat of ASSITEJ	Louis, Yannick	The scenarios for the future Seat of ASSITEJ have been explored in detail.
Recruitment of communications staff member for ASSITEJ Int and ASSITEJ Spain	Gonzalo, Marissa, Louis	Gonzalo made the call for candidates in December. 58 candidates applied. Gonzalo, Marissa and Louis had 7 persons for interviews in March. The final decision is going to be made and approved to the employment committee early April.
MOU AAG2025	Emilie, Sue, Louis	MOU finalised and signed
Secretariat support to SHIFT audit	Chris, Marissa	SHIFT sustainability audit completed with the GREEN Team.
Prepare EC meeting	Emilie, Louis, Sue	

Meetings

Meeting EU Commission & EACEA / Attending BIAC	Meeting 3rd Party Event	Louis Valente Sørensen, Émilie Robert	Judith Videcoq, Gilles Pelayo, Danijela Jovic	Presenting ASSITEJ and our mission. Agreeing on attendance at Bright Generations	Marseille, France	22-24/01/2025
About Regional cooperation call	Meeting	Louis Valente Sørensen, Stavros Stavrou	Representatives from ASSITEJ Serbia, Croatia, Ukraine and Young Dance Network	The participants talked through the draft proposal for the Slavic countries, technical questions, and	Online	11/03/2025

				the selection process.		
Preparing a New Culture Compass for Europe	3rd Party Event	Louis Valente Sørensen, Yannick Boudeau	Glenn Micallef Commissioner for intergenerational fairness, youth, culture and sport. Leading officials of DG EAC. 50 representatives of cultural sectors.	Providing sector input to the creation of the Culture Compass for Europe. The strategic framework for culture in the years to come.	Brussels	20/03/2025
1:1 monitoring with EACEA Project officer	Meeting	Louis Valente Sørensen	Danijela Jovic	Open conversation about ASSITEJ's activities and development possibilities.	Brussels	20/03/2025
Coffee meeting with Secretary General of ETC	Meeting	Louis Valente Sørensen	Heidi Wiley		Brussels	20/03/2025

Management working group - report

Task	details	Who	when
Changing seat of ASSITEJ - legal	Process of transference and timeline	Management group and SACOA	
Financial processes and budgets	Statements from 2024 and Budget for 225	Emilie and Louis	
Legal requirements while in Italy	Details of work and timeline to be created	Management Group	
Workplace policies - internal	Occupational health and safety, child safety, access and cultural safety	Management Group	
EC policies - internal	Code of conduct, child safety, access and inclusion	Management Group	
ASSITEJ Policies outward facing	Public statements, child safety, inclusivity and access, code of conduct	Management Group	
Contracts and employment conditions	Staff contracts – questions around employment status for Italian legal Workers insurance, TOIL,	Management Group -	sue to draft
Human relations – workplace and EC	Channels of communication and processes	Management Group	

ASSITEJ Membership Working Group Report

March 2025

Members:

Carole Umilinga Karemera
Julia Dina Heße
Paulo Merisio
Seok-hong Kim
Stavros Stavrou
Theis Irgens

Introduction:

The ASSITEJ Membership Working Group was established in September 2024 during the first meeting of the newly elected Executive Committee of the Association. The primary goal of the Working Group is to foster frequent and meaningful communication between ASSITEJ and its members (National Centres, Networks, and Affiliates) while encouraging the creation of additional ASSITEJ National Centres worldwide.

Tasks:

The specific tasks of the Working Group include:

- Analyzing the pathway to becoming an ASSITEJ member.
- Updating induction processes from application submission to acceptance.
- Encouraging the formation of new Centres, Networks, and ASSITEJ Affiliates.
- Providing support to individuals or groups establishing an ASSITEJ National Centre or Network.
- Maintaining communication with current ASSITEJ Affiliates and offering necessary support.
- Conducting induction and mentoring processes for new ASSITEJ members.
- Engaging with National Centres that have limited communication with ASSITEJ International.

1

- Updating the National Centre Toolkit and organizing online or in-person meetings around it.
- Promoting the ASSITEJ Regional Cooperation Programme, overseeing the selection process, and monitoring activities.
- Organizing and implementing two Umbrella Sessions per year for ASSITEJ members.

Working Group Meetings:

The Working Group met twice between September 2024 and March 2025: once in person (in Prague) and once online (via Zoom). Additional communication was conducted through email correspondence.

Activities:

In its first months, the Working Group has:

- Introduced a mentorship system for new members, assigning a mentor from the Working Group to each new ASSITEJ Centre during the application process and their initial membership period.
- Welcomed new members and facilitated their induction process.
- Created welcoming postcards for new National Centres.
- Engaged with existing National Centres through meetings and email communication to receive updates on their progress, with a focus on those with limited communication with ASSITEJ International.
- Assisted individuals and groups interested in establishing National Centres in countries currently without representation.
- Supported ASSITEJ affiliates in their work and explored the potential for these affiliates to develop into new National Centres.
- Promoted the open call for the Regional Cooperation Programme and participated in meetings to guide potential applicants.
- Informed ASSITEJ National Centres about the creation and objectives of the Working Group.
- Announced a Members Session during the ASSITEJ Artistic Gathering in Marseille, where each National Centre or Network will be represented by one delegate. The session is scheduled for 25 March 2025 at 14:00 CET.

Communication with Members:

Meetings and email communications were held or planned with both existing and prospective members.

Present Members:

- ASSITEJ Japan (In-person meeting with Seok-hong Kim)
- ASSITEJ Sakartvelo (In-person meeting in Marseille)
- ASSITEJ Hungary (Online meeting – Date TBC)
- ASSITEJ Uzbekistan (Online meeting – Date TBC)
- ASSITEJ Turkey (Online meeting – Date TBC)
- ASSITEJ Jordan (Online meeting – Date TBC)

Future Members:

- ASSITEJ Philippines (Pre-induction online meeting – 14 & 28 Oct. 2024) • ASSITEJ Indonesia (Pre-induction meeting – 17 January 2025)
- ASSITEJ Greece (Pre-induction meeting – 30 January 2025)
- ASSITEJ Burundi (Pre-induction meeting – 31 January 2025)
- ASSITEJ Montenegro (Pre-induction email communication)
- ASSITEJ Slovakia (Pre-induction meeting – Date TBC)
- ASSITEJ North Macedonia (Pre-induction meeting – Date TBC)
- Gunnva Zachariassen (Faroe Islands) – Interested in becoming an affiliate and joining the Small Countries Network (Meeting on 3 March 2025)
- Youth Theatre of Sofia – Interested in re-establishing ASSITEJ Bulgaria (Meeting Date TBC)
- Teatromosca & Pedro Saraiva – Interested in establishing a National Centre in Portugal (In person meeting with Teatromosca representatives in November 2024, during the CINARS Conference in Montreal, Canada)
- AFCA Arts Center & Hakawy International Arts Festival – Interested in establishing ASSITEJ Egypt (Meeting Date TBC)
- ASSITEJ Slavic Countries Network – Interested in establishing a Network (Zoom meeting on 19 September 2024) and applying for the Regional Cooperation Programme (Zoom meeting on 11 March 2025)

Artistic Encounters update

The plan for the three sessions

Session 1:

- Presenting groups and constellations!
- Doing some games
- Onboarding

Session 2:

- Intro from Louis and Sue (5-10 mins) - CCE intro in an interesting way but not mentioning the word deliverables - prepare the script for Yannick to translate
- Go to stations. Talk about the planned activities, and encourage members to engage with the work, realise connections to work that they are doing themselves. NOT creating ideas for new activities!
    - World Day toolkit and campaign
        - Gonzalo, Shoaib and Paulo
    - Ways to include children and young people in participation (Inclusive pathways to participation)
        - Sue, Lalu, Stavros
    - Access and inclusion - Open door
        - Jon, Louis
    - Artistic gatherings and World congress
        - Seok Hong, Theis
    - Sustainable global engagement
        - Julia, Emilie, Carole
- Big

Session 3:

- Theme: Cultural rights
- Introduction
- Group sessions with design thinking methods
- Closing by Bebe and Yannick about PAC?
- Any possibility to present any results from the survey?

ASSITEJ International Professional Networks meeting in Marseille

Supporting International Professional Networks
– addressing barriers and strengthening capacity

Venue: Salle des Quais La Friche

SCHEDULE

Participants:

- *IIAN - Jerry Adesewo, Vicky Ireland, Aamir Nawaz, Lars Werner, Ela Baumann*
- *ITYARN - Claire Mason, Paulo Merisio*
- *WLPG - Karin Serres, Ginni Manning (Ginni is also involved in IIAN)*
- *Next Generation - Rana Ghaderi, Diana Kržanić Tepavac, Amir Nawaz (also IIAN), Sonja Petrović*
- *Young Dance Network*
    - *25.03 Alfredo, Sanja, Omar, Giovanna*
    - *26.03 Alfredo, Sanja, Omar, Hanka*
- Small Size Network
    - *25.03 Anna Sacchetti, Katariina Metsalampi, Michelle Guerra*
    - *26.03 Gina Westbrook, Sara Myrberg*

Apologies: Karin will arrive late on the first day due to a parallel session. Anna was not well and sent her apologies for the second session

25th March 2025		
15: 30 - 16:00	Introductions	Who is in the room? Mapping of the group.

16:00-17:00	Best practice examples	Each network presents achievements / projects they are most proud of and have been of most value for their networks.
17:00-18:00	What is an ASSITEJ Professional Network?	How do the professional networks fit into the overall structure of ASSITEJ International? How are they linked/intertwined with national and regional networks? What does membership look like? What are the **challenges** we face structurally/logistically? What would the **ideal** situation be for both ASSITEJ and the networks? (*We take notes/write down key findings - will be useful for the Toolkit session and future session in the second day)*
19:00-21:00	*Apero/Dinner At La Friche*	
	26th March 2025	
10:00-10:30	Game / playful warmup exercise	(The exercise is linked to the topic at hand. ☺)
10:30-11:30	Toolkit - first steps	What is an International Network? We read through what's in the constitution about networks, look at toolkits for National Centres (this could also be homework before the meeting) and identify the key topics/areas which need to be part of the Networks Toolkit. What would somebody wanting to start a new professional network need to know?
11:30-12:00	Let's dream	Short session where we playfully (working very fast in short sprints) on dreaming up ways we can connect/finance/strengthen the networks (lead-up to the Prague session after the break)

12:00-12:30	Break	Snacks provided
12:30-14:00	On the way to Prague	Working session, planning for Prague Louis to share information about the budget for the project.
14:00 - 15:00	Action plan and summary	We create an action plan for future steps together and share responsibilities between us.

Meeting in Czech republic

June 2026

PerformCzech allocates 9,000 EUR to support accommodation (2 nights) and meals

Budget

Networks Kickoff meeting in Czech Republic travel support (half EU/non-EU)	500	Travel costs	12	Persons	6.000	39.400
Networks Kickoff meeting in Czech Republic Accommodation & meals 2 nights	250	Travel costs	12	Persons	3.000	
Networks travel assistance AAG2025 France	700	Travel costs	6	Persons	4.200	
Networks travel assistance ASSITEJ Regional Development Programme in 2026 (outside Europe)	700	Travel costs	12	Persons	8.400	
Networks travel assistance World Congress in Korea (TBC)	700	Travel costs	12	Persons	8.400	
Networks travel assistance AAG2028 (location TBC)	700	Travel costs	12	Persons	8.400	

Toolkit proofing, editing and designing	1.000	Lump sum	1	Unit	1.000	

	IIAN	ITYARN	Small Size	YDN	NG	WLPG
Year the network was created:	2008	2006	2007	2017	2014	2011
Year of official ASSITEJ Membership	2014	2011		2020	2014	2011
structure of the network (like, do you have a constitution)	Yes, IAN has a board which consists of 9 board members, with a President, 2 vice presidents, a secretary, and a Treasurer	Executive Board and subcommittees (no constitution), somewhat connected to a University	Artistic International Association under Italian laws	We operate according to an existing Code of Conduct. No formal constitution. The Network is structured of the membership body (currently 136	No, NG has no formal constitution	WLPG has always been free of charge and open to anyone - no formalized structure

				members) and of a Core Group administrating and operating most activities.		
who are leadership including how decisions are made	The IIAN Board provides leadership for the network, including day-to-day running. Decisions are taking largely by the board, but the constitution of IIAN also has provision for a General Assembly through which more institutional decisions are taken	Executive Board nominates new members, Geesche Wartemann Emerging Scholars award includes board membership, and decisions are made collegially	Board of Director elected, takes decisions collegiately	The Core Group is currently formed by 7 members. decisions are made by consensus amongst the group.	NG Network has a steering group which take decisions	7 person leadership team. Decisions made by consensus among the group

does the network have a not-for profit/charity status	Yes	No	Yes	We are not officially legalized	no	No
How is the network funded?	Currently, only through board members, pending when the banking process is concluded, can members pay their annual fees as stipulated by the IIAN constitution. No external funding at the moment.	Board members split ASSITEJ membership fees, some University and grant subsidies	Annual fees, entrance fees, occasional participation in EU projects, occasional donations	No funding yet Private donations from Core Group Members or their Organizations	No funding yet	Up to now, privately, by Kim Peter Kovac and Deirdre Kelly Lavrakas
what are the networks activities - both in the past and future,	Sensory Theatre Workshop and launch of Map of Inclusivity, in	Conference at every World Congress, several book publications from	Conference, workshops and seminars et every world	General Assembly of YDN, cooperations within projects of Assitej Internatio	NG network normally supports NG residency alumni by giving	Past activities have included playwright slams and various workshop sessions at congresses and

both at Congresses and AAG as well as other times	collaboration with Rose Bruford College, UK, and Oily Cart in August 2020 Making Waves, an IIAN Perform Europe Project Made up of Dansema Dance Theater (Lithuania), Mind the Gap (UK), Segni d'Infanzia Associazione Culturale (Italy), Teatro 4Garoupas (Germany), Assitej Cyprus (Cyprus), International Inclusive Arts	Conference papers, occasional panels, workshops, and mini conferences at Artistic Gatherings	congress,	nal (Artistic Gatherings, World Congresses, Babel, Directors Seminar etc), YDN Embassy Events in collaborations with national centers or festivals, professional exchanges & residencies, workshops, Working Groups meetings, interactive discussions, Good Morning Ideas (Movement classes to start the day), Good Night Idea (party!)	them a platform. Conduct hangout sessions for alumni to rejoin the status where they have left their residency. Also work closely with the host of congress and AAG for NG Program	AAGs. Cradle of Creativity Communal poem from 2017 Congress. Inspirational Playwright Awards (2017, 2021, 2024). The International TYA Script Info Library just opened. Marseille: A Sense of Place; Cultural Translation and Sardine Savon Voyage. HISTORICAL NOTE - KPK introduced playwright slams to ASSITEJ at the congress in 2005 in Montreal - had one there, 3 in Adelaide, 4 in Copenhagen/Malmo

	Network (Denmark), Fundacja Teatr 21 (Poland), AREAL – Space for choreographic development (Romania), Catch the Wave Festival 2022 in Denmark Catch the Wave Festival, Serbia 2023 IIAN Champions Meeting in September 2024 IIAN Maiden General Assembly in February (19) 2025					

	IIAN participated in Marseille 2025 with another edition of Catch the Wave Three editions of the IIAN Coffee Session have been held on October 17, 2025, January 19, 2025 and March 17, 2026 respectively. Participation at the ArtAbility Conference in Cairo, Egypt in June 2025 One more IIAN Coffe					

	Session will hold virtually in 2026 IIAN General Assembly in Italy, Septembe r 2026					
Are there networks you'd collabor ated with in the past?	WLPG	Not officially (though there have been collaborati ons between members of ITYARN and other networks)	We haven't collabor ated with other network s yet	Not officially	NO, we have not collabor ated with any net work yet	Past activities have included playwright slams and various workshop sessions at congresses and AAGs. Cradle of Creativity Communal poem from 2017 Congress. Inspi rational Playwright Awards (2017, 2021, 2024). The International TYA Script Info Library just opened. Marseil le: A Sense of Place; Cultural Translation and Sardine Savon Voyage. HISTORICAL NOTE - KPK introduced

						playwright slams to ASSITEJ at the congress in 2005 in Montreal - had one there, 3 in Adelaide, 4 in Copenhagen/Malmo
are there particular networks or other parts of ASSITEJ you'd be eager to collaborate with?	Open to collaborating with all the networks, as Inclusion cuts across all	Everyone!	Everyone	Everyone	Everyone	Mostly with IIAN at a number of festivals and congresses. (and with the Ibero-American network a lot, though we know that's a regional network

Reflections after meetings 25th and 26th of March 2025:

What do you see as the main challenges of your network at this moment?	
ITYARN	We are interested in creating/solidifying our charter and we also need to create a way to collect, house, and distribute funds (especially for the conference, but also potentially for grant work). Currently it is piecemeal across board members in their home institutions).

IIAN	To attract more members (which we are already achieving post Marseille) and position IIAN for local and international funding to help IIAN execute its programmes, chief among which is the Cath the Wave festival, and new ideas currently being discussed.
Small Size	How to activate more members, learn about the needs of our members. We have too many members that do not respond, but pay the annual fee.
Next Generation	The Main challenge is to find Network space in a newly designed program called “New Voices” and to get proper recognition from EC for designing this new program. Second most important thing is how to actively connect with national centers(Even their response is very less)
Young Dance Network	Decide about a clearer direction for the network - more towards YDN members or outside actions (yearly event, advocating, etc). Activate members. Seeking funding to develop the network. Strengthen the Core Group with consistency in our work, and by integrating a more diverse and global perspective, find members from different continents that would be interested in joining the Core Group and ensure a good embarkation. Deciding on how to proceed regarding the installation of a membership. The preparation of the WC in Korea brings a few challenges, with difficult communication from Assitej Korea.

WLPG	**To re-think our functioning and re-organising to pass the baton between former first wrangler (Kim Peter Kovac) and our actual/future leadership team** **To formulate a strategy of going forward regarding a sustainable financial/commitment model for the network - that we have been very fortunate to rely on KPK & DL for incidental costs but ultimately going forward financial precarity of pw mean no funding/membership fees can be a barrier to representation and inclusion (WLPG is very grateful for the travel/accom funding ASSITEJ has provided for members involvement this meeting)**

What are the main opportunities you see for your network at this moment?	
ITYARN	As a research arm of ASSITEJ there are a lot of possibilities for data collection, grant writing, and performance documentation. ITYARN has the tools and members needed to help archive current work as well as create connections to continue to innovate

	and push performances forward (as well as different strategies for both qualitative and quantitative research to document these strategies). Members currently do a lot of these on their own, and there have been some official ITYARN publications, but there is definitely room to grow!
IIAN	
Small Size	**Developing artistic practice modules, advocacy tools**
Next Generation	**As the new program is in its initial phases, it can be an opportunity to work closely with EC to convince new hosts to use the toolkit developed by NG Network for better programming. Also to find ways at this point to connect actively with potential new hosts of this program.**
Young Dance Network	Defining long term strategies and goals, to be engaged in curatorial decisions of next ASSITEJ events to ensure good representation and quality of dance in the programs. To develop international advocacy strategies. To bring more dance and movement in diverse Assitej International events and programs, but also in methodologies and ways of operating. Skills development with UmbrellaPlus, administration education. Working towards finding ways of being involved in the next EU program applications more actively. Receiving support with transition into membership fees system (structural and functional)

WLPG	Inspiring advice we got during the networks meeting in Marseille Development of the international Library on informations on worldwide TYA scripts Final shape of communal visual poem about Marseille/*Bright Generation* The opportunity to involve those creators who write but don't call themselves 'playwrights'- how can we skill share? Meeting and highlighting the importance of WLPG and meeting artists from more countries eg Ghana Catching up and reiterating bonds with artists met at precious encounters eg Cuba and developing them

Do you see opportunities for cooperation with other networks/projects within ASSITEJ? If so, which ones?	
ITYARN	Absolutely! I think there are a lot of opportunities across the networks!
IIAN	All! For instance, Next Generation/New Voices, as we believe there is a need to inspire inclusivity in the early/mid-career theatre makers as a right and not a favour.
Small Size	Open to any ideas

Next Generation	**We strongly believe that NG Network is a big source to provide new members to all the networks; that's why we find it a big opportunity for cooperation with all networks.**
Young Dance Network	Yes. We are open to any kind of collaboration, both with other networks (formal and non-formal) and national centers, as well as EC directly, or finding ways to be involved in EU projects or other international programs. Dance champions in National Centers = invitation for a dance artist of each country to sit on the board of their National Center or being invited to consult on the dance matters. Using the ASSiTEJ International newsletter for regular communication with both YDN members, but especially other AI members - is there an opportunity to have a "news from the networks" column?
WLPG	**Historically we've worked on several projects with IIAN and will pursue, met and made contact in Marseille with ITYARN, great understanding with Next Gen in Marseille - obviously to be developed, we're open to any suggestion with Small size and Young dance network. Given our aim to involve artists coming from a non - 'playwright' background it is exciting to consider collaborations with all networks.**

What should be the next steps to strengthen your network?	
ITYARN	Establish banking procedures, create a solid charter, grow and expand connections across networks.
IIAN	
Small Size	Develop more advocacy tools, expand connections beyond Europe and Latin America
Next Generation	Active involvement of the network in creating the process of new voices program, creating good connections with the future hosts in advance. Frequent meetings with New voices working group in EC for more clarity in future.
Young Dance Network	Strengthening the Core Group, Keep connecting with our members and shaping opportunities for exchange. Organizing the activities for the WC in Korea in a way that involves a broader range of members
WLPG	Onwards: list all needs and skills linked to it, cast them amongst us as much as we can, call to other ones to expand and ensure everything is taken care of...

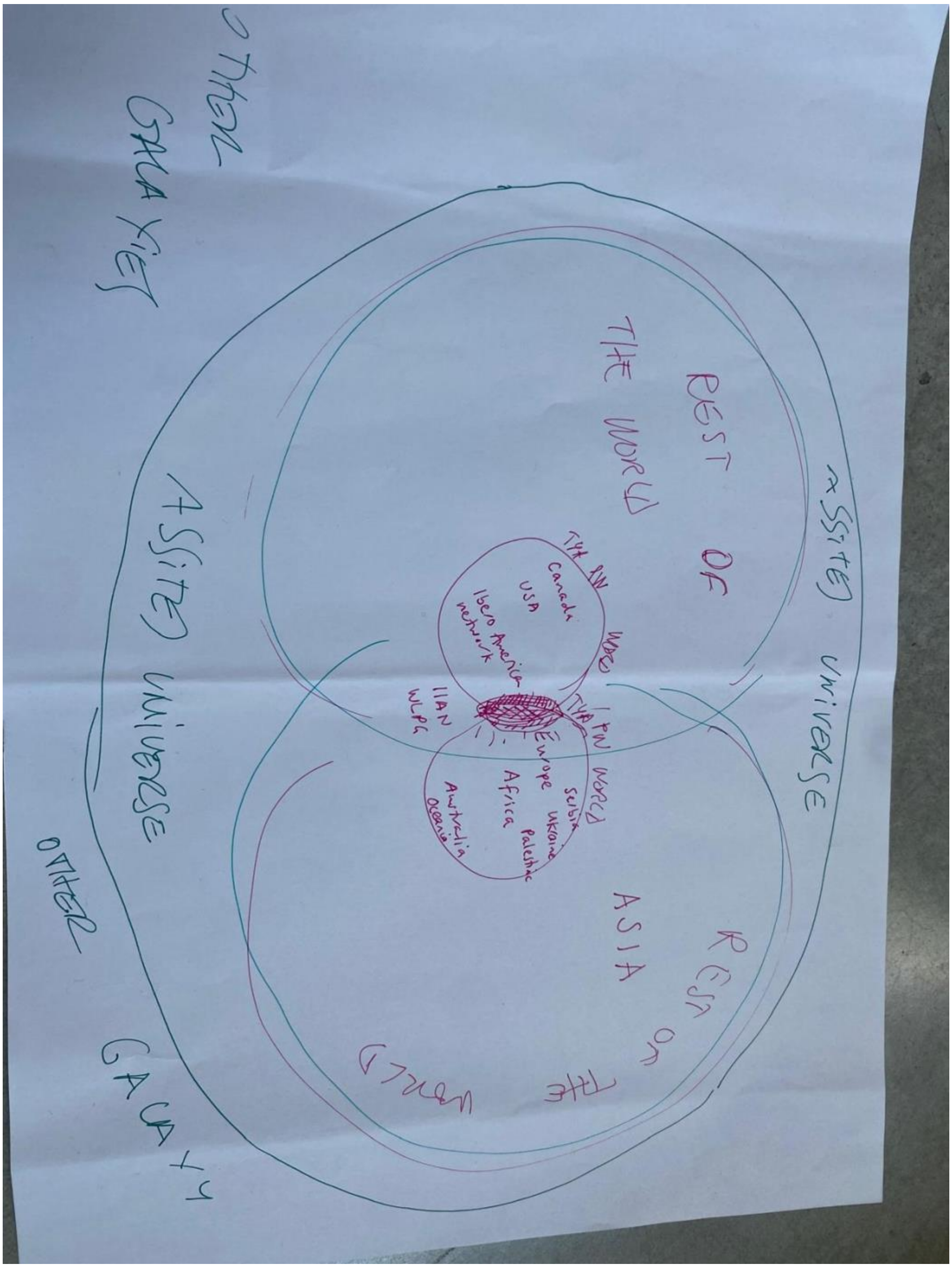
	Expand the news on our Library worldwide - adjust the process if needed Find more geographically diverse active WLPG contacts/ambassadors (like more people in Asia, in Africa…) Discuss our financial situation Continue to seek out opportunities with international partners Consider 'umbrella' sessions like the EC model

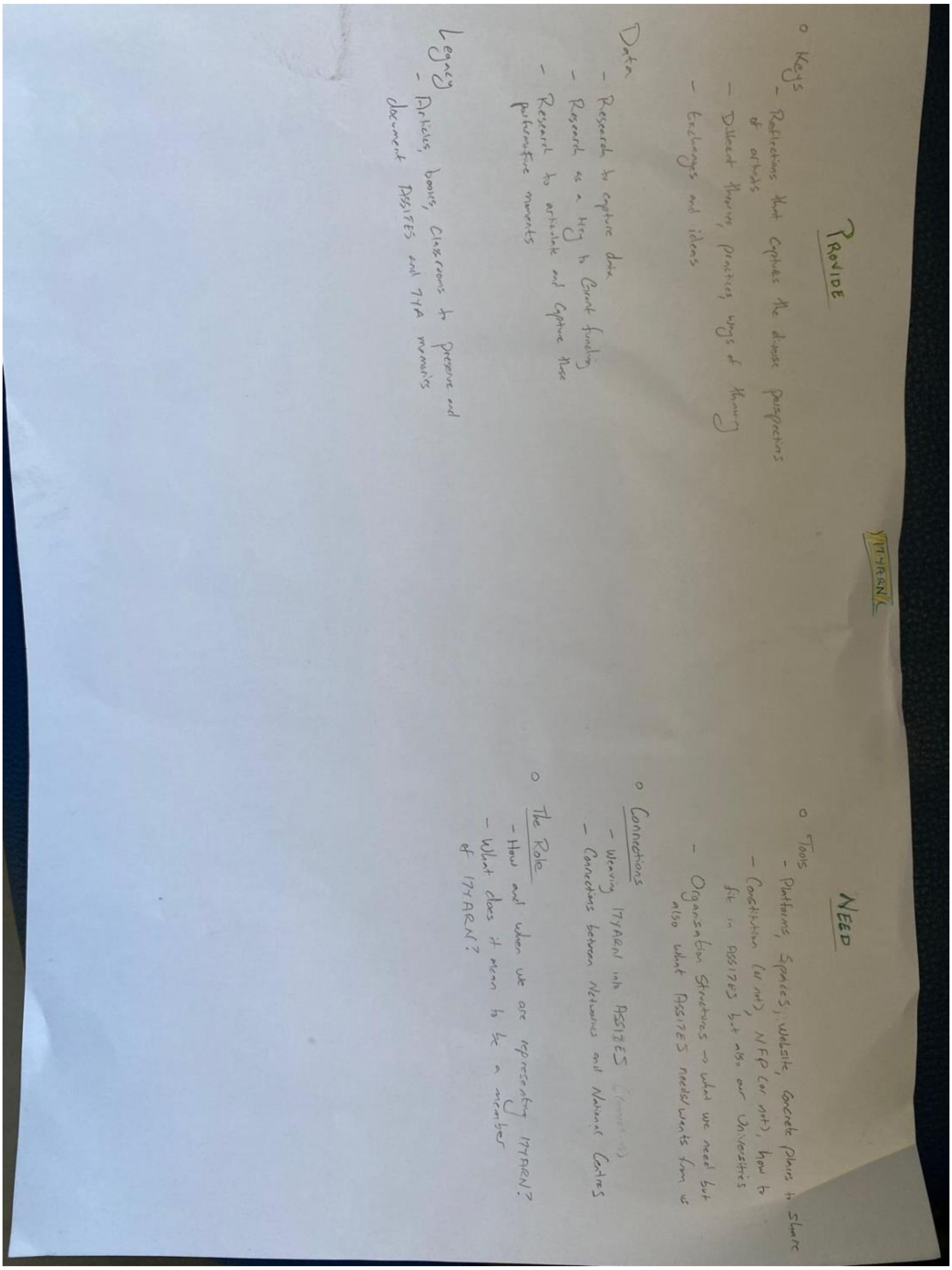
What information is absolutely necessary, from the perspective of your network, to include in the toolkit for international networks?	
ITYARN	Looking at the other networks, we overlap with their needs as well (documentation, advocacy, core goals, build and grow cross-network collaboration, etc.)
IIAN	
Small Size	Special characteristics of work for early years (we generated some material in the World Cafe and have good research to point to). Advocacy tools

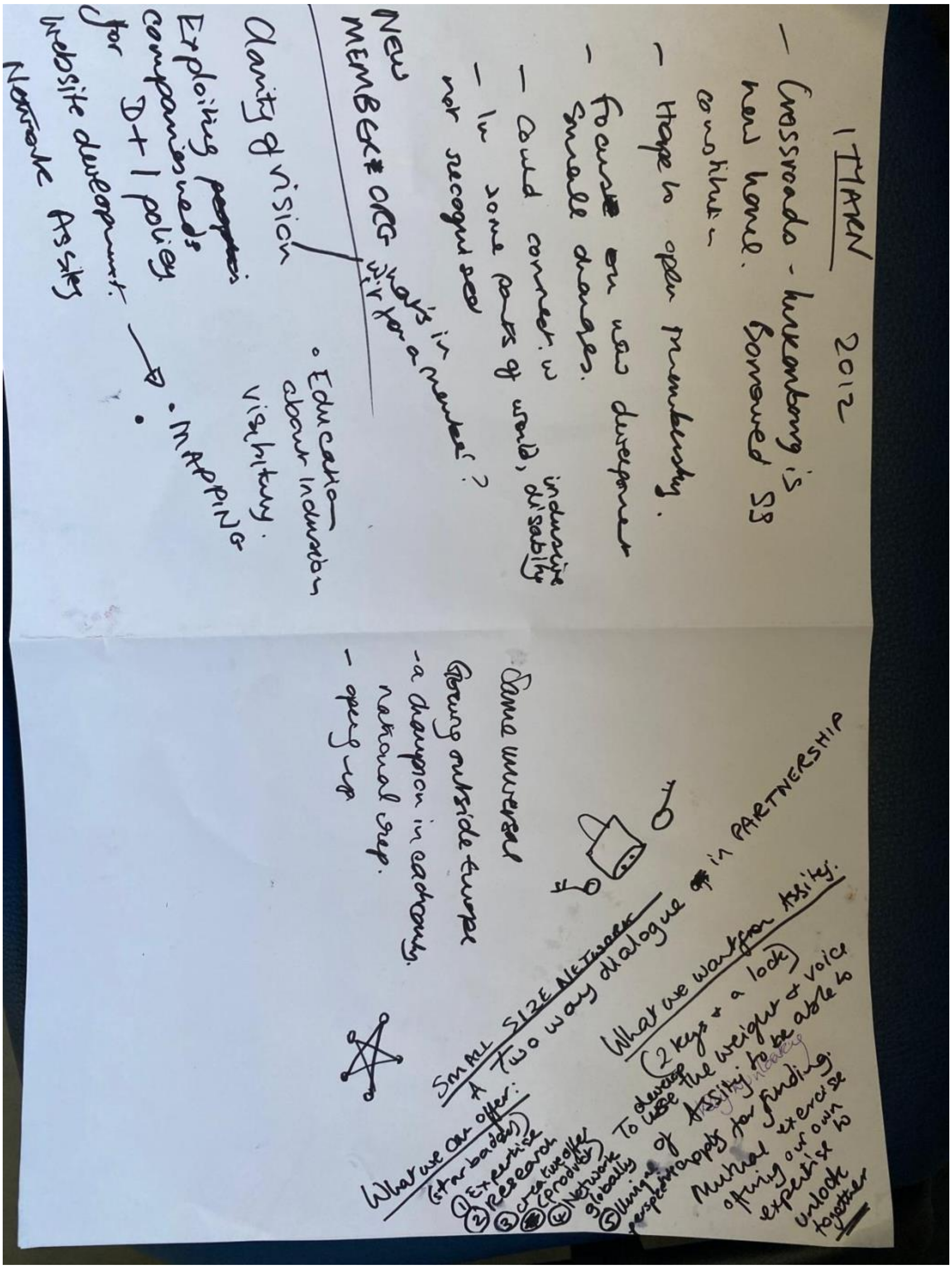
Next Generation	**Documenting all information and data of previous programing can be a good source of information.**
Young Dance Network	To build a common vision and keep feeding this vision. To keep the motivation high amongst the Core Group or board members, regularity of participation in meetings is necessary. That an international network means finding a time for meetings that suit many people in different time zones and to make an effort to translate internal communication in other languages. Gather a collection of movement and somatic exercises to share. The importance of supporting dance as a universal language of communication for young people and adults
WLPG	**To document and keep tracks of all work / development to be able to share its own storytelling** **To start small and easy, thinking of common territories in the wished TYA field** **To build collectively creative collective events to meet and share at each opportunity (congress, artistic gatherings…)** **To translate all communication internally as much as possible, for everyone to read in a close language - and to edit/adjust culturally = work to be done by culturally diverse people** **To specifically state our interest in artists using non traditional writing process** **To ensure the pronouns include non gendered, in all languages we speak**

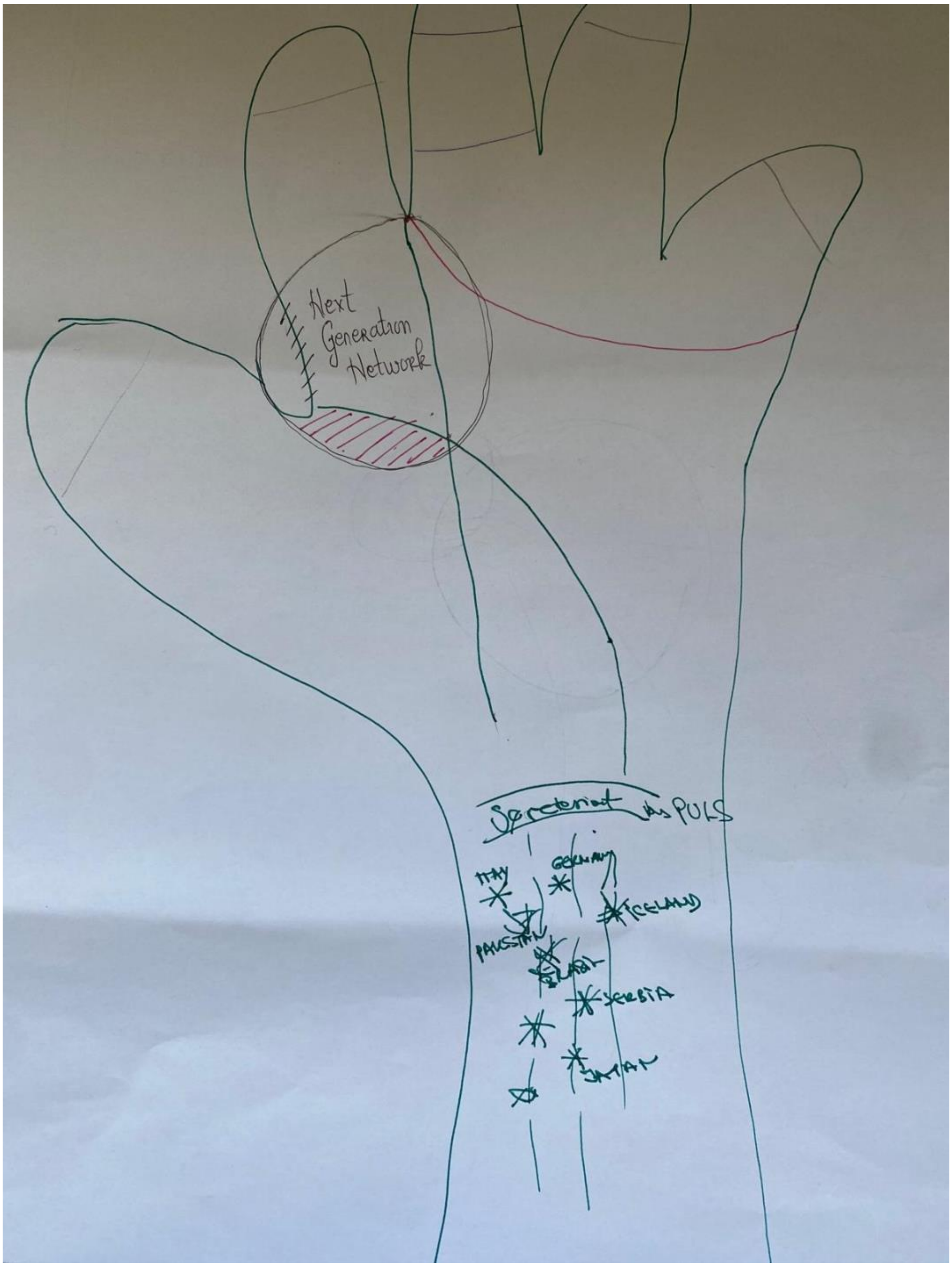
Moving forward for your network, what are the most important steps to take a) immediately b) within the next year and c) in the coming years?	
ITYARN	a. Plan for the 2027 World Congress Conference b. Lay the ground work for a strong board with a working bank account and clear guidelines/charter c. Expand and grow the network through partnerships and visibility
IIAN	a) b) c)
Small Size	a) b) c)
Next Generation	a. Involve network actively in developing new voices program b. Early & healthy connection development with the next year host alongwith Facilitation in developing connections with national centers specially potential future hosts of New voices program c. Development of a toolkit which can facilitate potential host national centers of

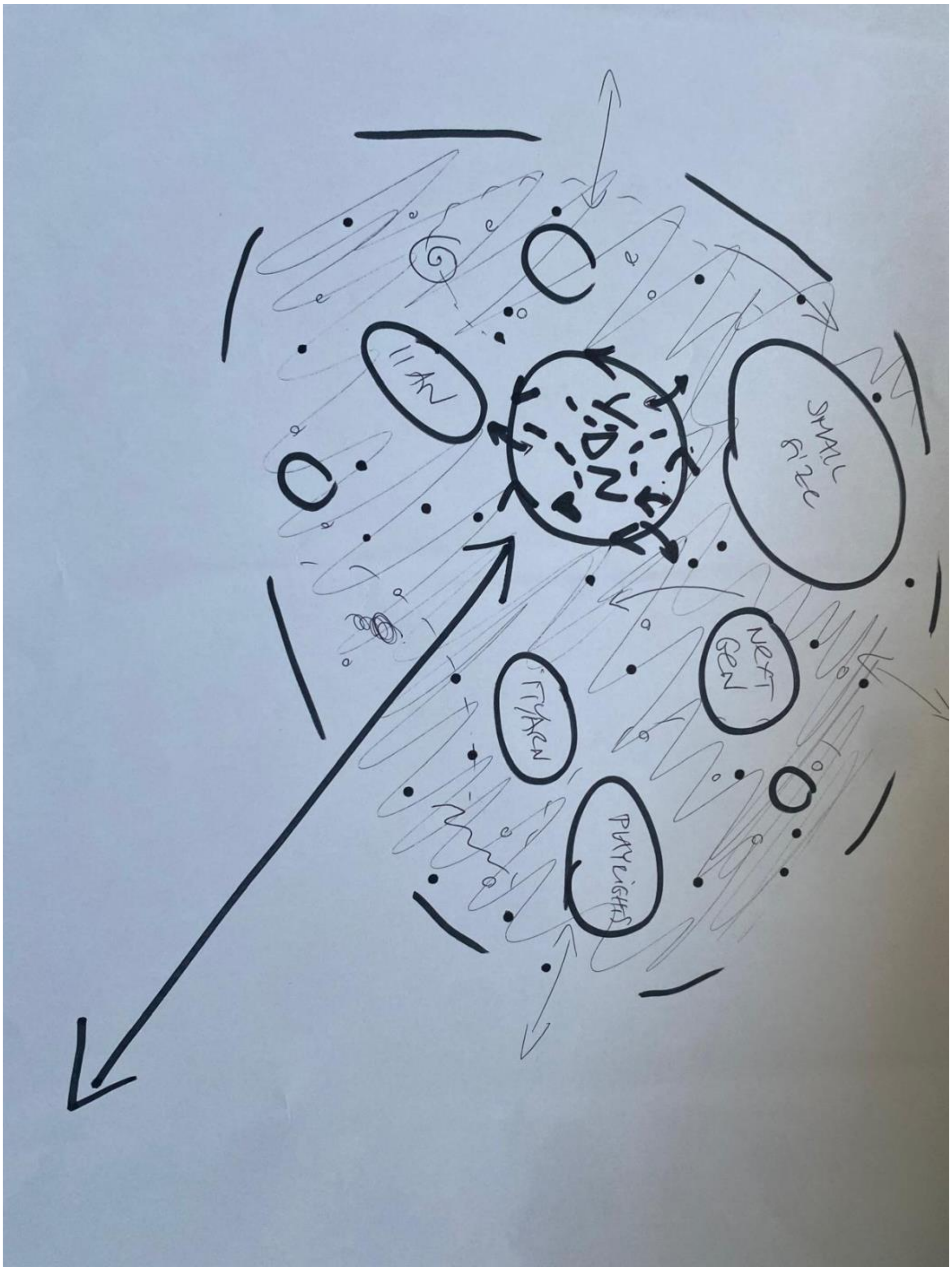
	newly developed new voices program and actively connection with other networks.
Young Dance Network	a. Keeping the efforts on WC in Korea **b)**Strengthen the Core Group **c)**Sustainable model of work for the network, deciding on and developing a most accessible membership system, keep connecting with the members and offering new opportunities, developing new relationships and projects with other networks or National Centers
WLPG	**a)feedbacks of Marseille to everyone within leadership team, within WLPG, within participants of our events** **b) organising and making truly functional the change of leadership - for Kim to be relieved of it completely and becoming our “wise writer” ;-). Also to think about our attendance near future events including the network meetings and plans for the World Congress in Korea** **c) to develop internationally with deep roots and active members everywhere, in every culture and language.**

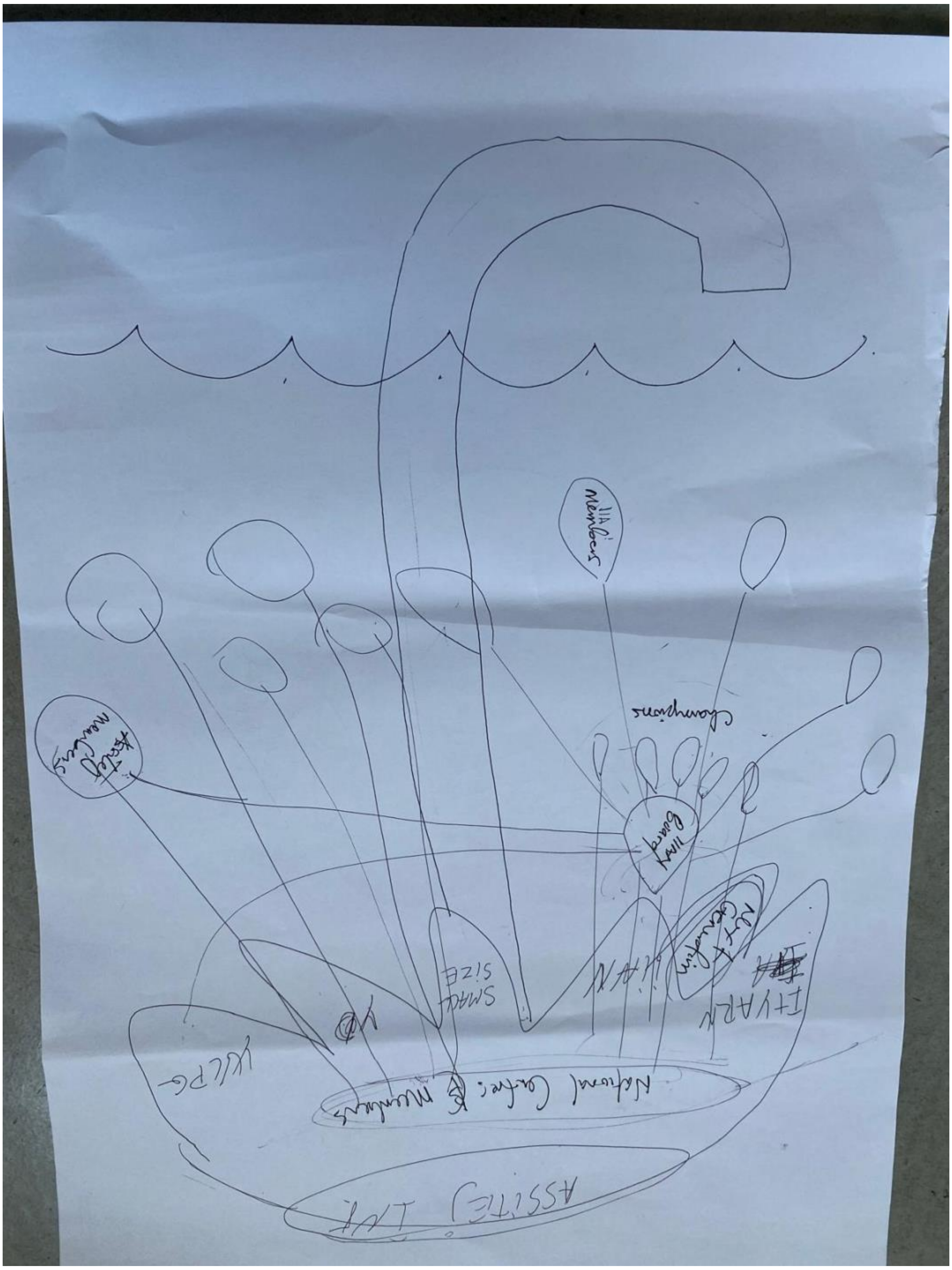

OTHER GALAXIES
REST OF THE WORLD
ASSITEJ UNIVERSE
Canada
USA
Ibero America network
IIAN
WLPG
Europe
Africa
Australia
Oceania
Serbia
Ukraine
Palestine
ASIA
REST OF THE WORLD
ASSITEJ UNIVERSE
OTHER
GALAXY

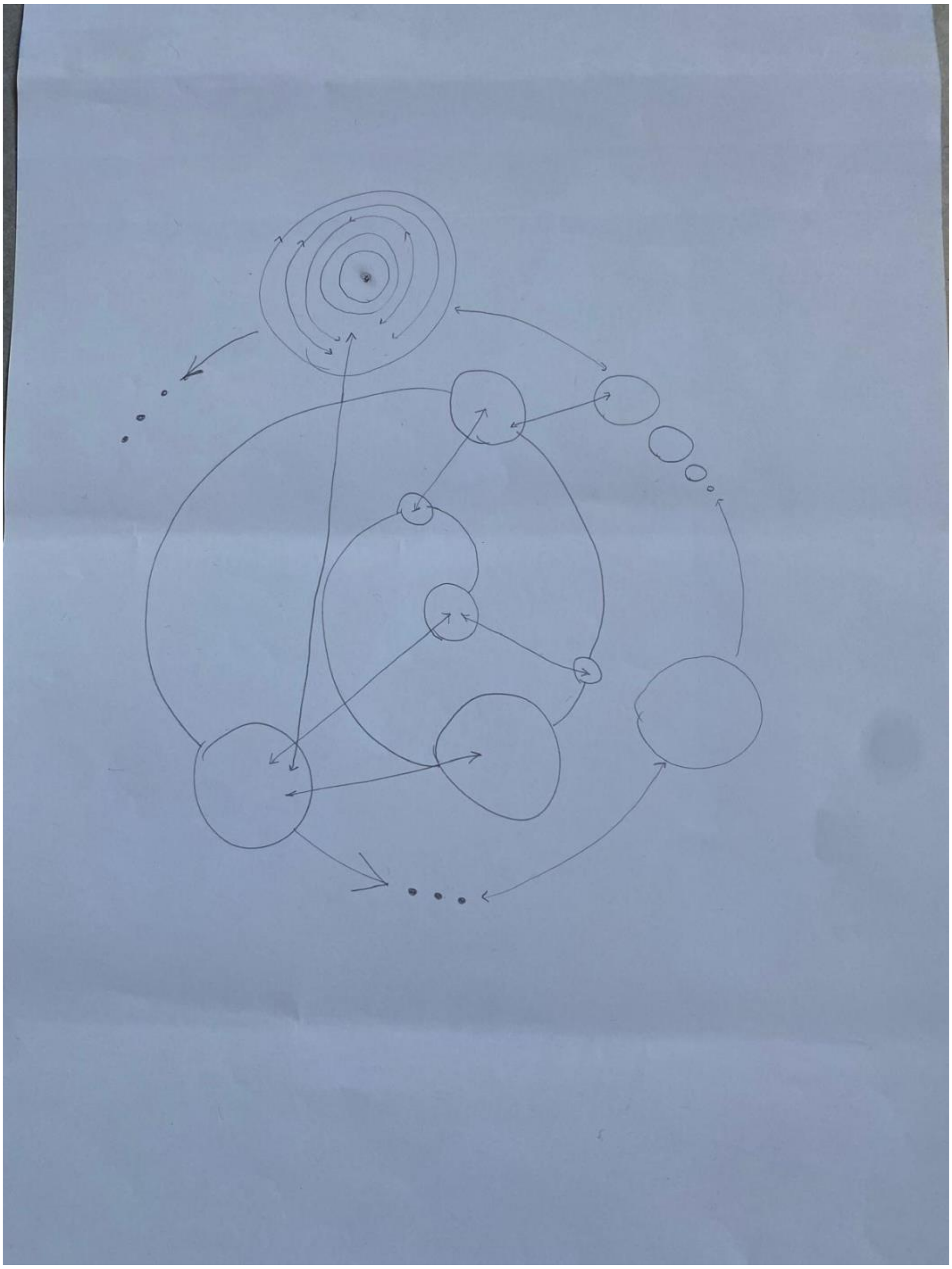

17YARN
Provide
Keys
- Reflections that captures the diverse perspectives of artists
- Different theories, practices, ways of thinking
- Exchanges and ideas
Data
- Research to capture data
- Research as a key to Grant funding
- Research to articulate and capture those performative moments
Legacy
- Articles, books, Classrooms to preserve and document ASSITEJ and TYA memories
Need
Tools
- Platforms, Spaces, Website, Concrete places to share
- Constitution (or not), NFP (or not), how to fit in ASSITEJ but also our Universities
- Organisation Structures → what we need but also what ASSITEJ needs/wants from us
Connections
- Weaving 17YARN into ASSITEJ
- Connections between Networks and National Centres
The Role
- How and when we are representing 17YARN?
- What does it mean to be a member of 17YARN?

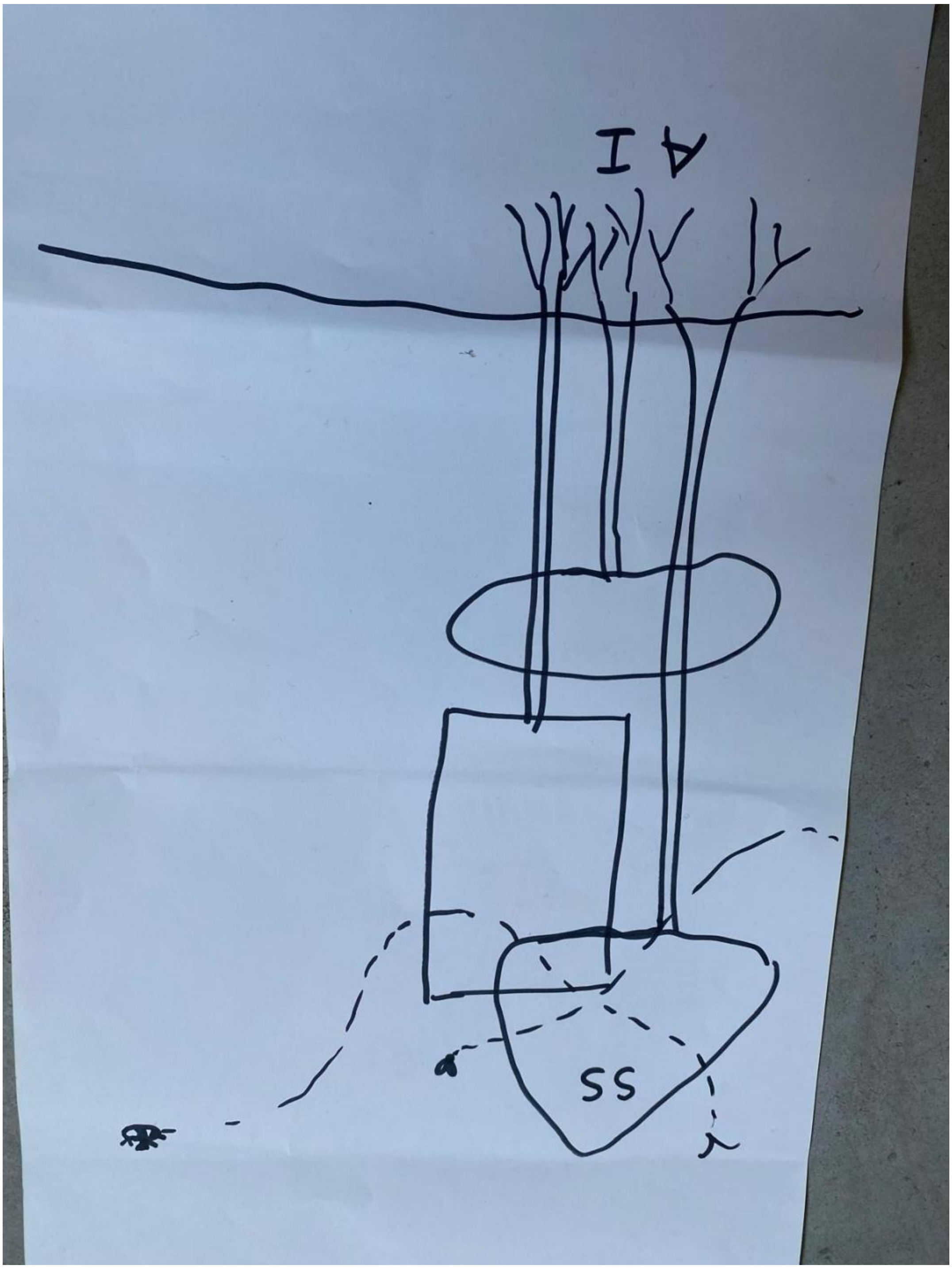

ITYARN 2012
– Crossroads – Luxembourg is new home. Borrowed SS constitution
– Hope to open membership.
– Focus on new development small changes.
– Could connect w inclusive disability
– In some parts of world, not recognised
NEW MEMBER ORG what's in it for a member?
Clarity of vision
Exploiting companies needs
for D+I policy
website development.
Network Assitej
• Education about inclusion visibility.
• MAPPING
Same universal
Growing outside Europe
– a champion in each country. national rep.
– opening up
SMALL SIZE NETWORK
A two way dialogue in PARTNERSHIP
What we want from Assitej:
(2 keys + a lock)
To develop the weight + voice of Assitej to be able to
for funding.
Mutual exercise offering our own expertise to unlock together
What we can offer:
(star badge)
1 Expertise
2 Research
3 Creative offer (product)
4 Network globally
5 Unique perspectives

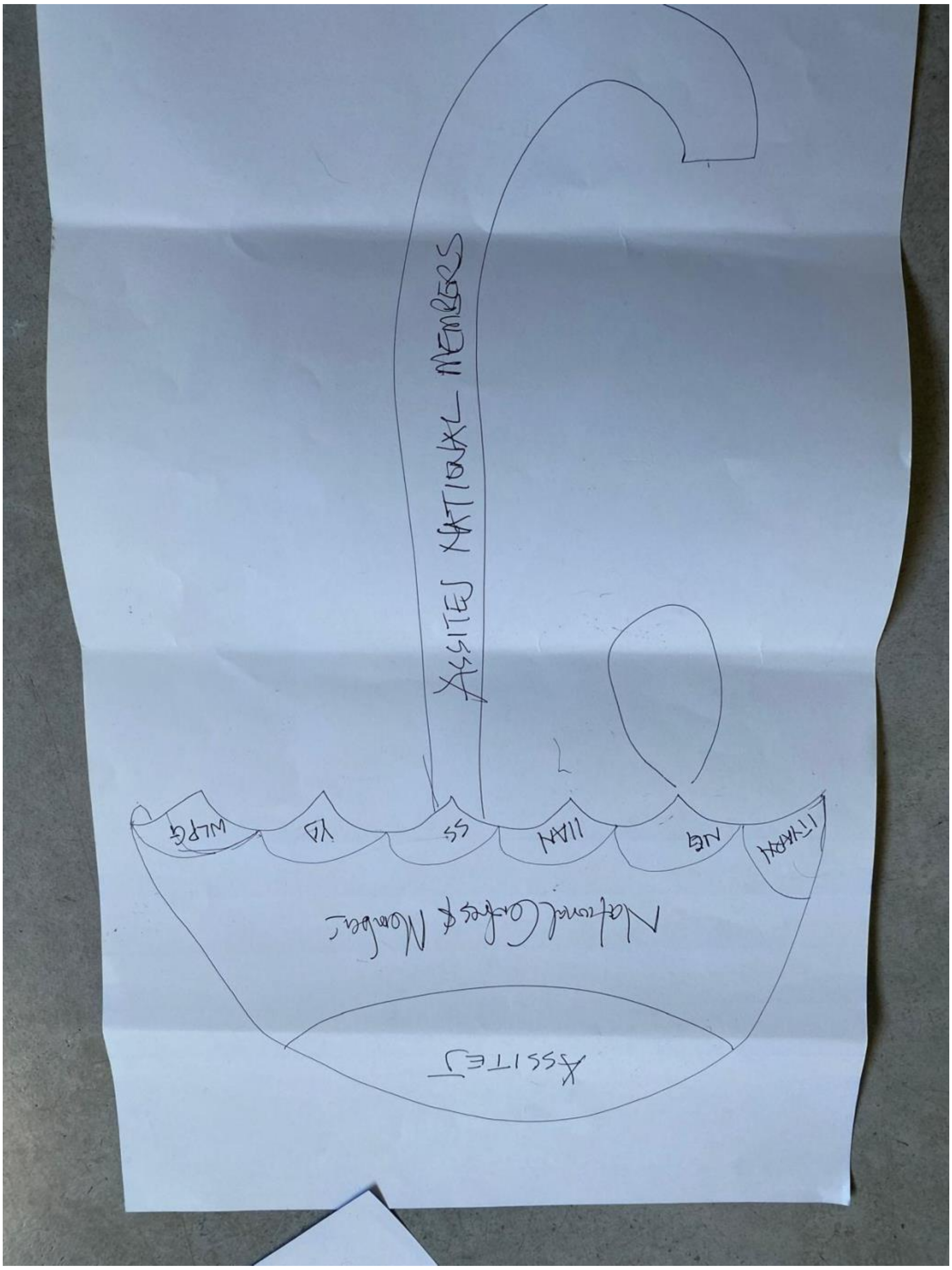

Next Generation Network
Sercretariat as PULS
ITALY
GERMANY
ICELAND
PAKISTAN
BRASIL
SERBIA
JAPAN


YDN
SMALL SIZE
NEXT GEN
PLAYRIGHTS


ASSITEJ INT
National Centres & Members
Small size
ITYARN
Next Generation
Exec Board
Champions
Affiliated Members
IIA Members




AI
SS


ASSITEJ NATIONAL MEMBERS
National Centres & Members
ASSITEJ

COMMITTEE REPORTING
MARCH 2025. Marseille, FR

Working group Name	**OPEN DOOR TEAM**
Group	JDK, TI, SS

NARRATIVE:

- ACCESS TOOL KIT:
  - Drafted and signed off. There is a need to review this annually, and reformat the style for easier reference, and to explore more global experiences (or at least a commitment to two different regional examples).
  - Needs to be annual reviewable
- LANGUAGE:
  - Trialing Language Buddies system at Bright Generations
    - Mandatory request of language
    - Collaboration on language translation solutions across the whole programme (inc. professional, voluntary, informal)
- ACCESS REQUIREMENTS AT REGISTRATION:
  - It is now mandatory to respond to access information when registering for delegates pass.
  - Number of delegates sharing access requirements has tripled from Cuba to France
    - Most people who have shared requirements from the UK - is this because of awareness?
    - Doubled number of registerester delegates who use sign language attending (FSL and GSL)
  - Chris, Jodie & JDK responding to access requirements - re-using access info pass for support during the festival
- DIVERSITY BENCHMARKING
  - Strong but small Benchmarking midpoint meeting in Dec.
    - eg. Italy:
  - Question: What comes next … Membership Action Project
- RESOURCES FOLDER:
  - Started an Access Resources Folder to share with hosts (?)
    - Need to create a narrative around this for easy use
- IDEA: Review of EC Induction folder (and introduce the accounts and how to work with them)

Sustainability Action Plan

Sustainable Actions & Goals

No.	Action	ASSITEJ Team	Comments	Status
2023 & 2024				
1	Meeting between Sustainability Committee & ASSITEJ Cuba to contextualise sustainability goals within a Cuban context for the upcoming ASSITEJ World Congress	Louis, Julia	Initial discussions already taken place online and in-person (most recently December 2023)	Completed in April 2024 - evidenced in Proof 4.2
2	Working with the web developers to ensure the delegate registration includes data capture about participants' travel to and from the upcoming ASSITEJ World Congress	Chris, Julia	Need to draft - capturing travel modes for all participants, not only Executive Committee and staff members	Completed in April 2024 - evidenced in Proof 3.4
3	Identifying key contacts in Cuba and setting exp	Louis, Julia	May be useful to recruit a Spanish speaker on the Green Team for this	Completed in April 2024 - evidenced in Proof 4.2

www.assitej-international.org
info@assitej-international.org
Secretariat Address:
Nørregade 26, 1st Floor, 1165 Copenhagen, Denmark

	ectations in terms of sustainabilit y liaison with venue s, accommod ation, catering etc.			
4	Revise the sustainability clause for the Memorandum of Understanding (MOU) between ASSITEJ International an d ASSITEJ France for the 2025 ASSITEJ Artistic Gatherin g	Émilie, Julia, Louis	Louis already has a draft that needs discussion with ASSITEJ France	Completed in Dec 2024
5	Create online form / calculator for Executive Committee mem bers, staff members, and paid participants to self report their travel emissions whilst on ASSITEJ Internat ional business	Chris	Using Typeform, Chris to create a calculator which can be embedded onto the ASSITEJ International web site	Task changed somewhat as we pivoted to report meeting by meeting and not specifically calculating emissions - was completed in June 2024 - evidenced in Proof 3.5
6	Include at a minimum one article on sustainabilit	Marissa	Instigate a new section or topic in the newsletter where one	Completed each month thr oughout the year -

	y within ASSITEJ in every monthly newsletter		member/centre/network shares their achievement etc.	evidenced in Proof 2.1
7	Ensure there is adequate Profession al Exchange activities in Cuba that focus on sustainabil ity	Julia, Émilie	Taking, for example, the lead of "Sustainability as The Future of TYA" from the 2023 event	Completed in June 2024 - evidenced in Proof 2.3
8	Recruit more members to Sustainability Committee	Julia, Émilie	In Cuba, we want to gather a bigger sustainabilit y committee including	Community members: completed in May 2024;
			people from the five continents - some engaged contacts already on Google Drive	Executive Committee members: completed in September 2024, evidenced i n Proof 1.2
9	Increase the number / proportion of events and meetings attended virtually instead of in-person by Executive	Louis	Continued monitoring of events being attended	Completed for 2024 but always ongoing

	Committee and staff members			
10	Ensure that carbon emissions created by travel have been kept to a minimum	Louis, Chris, Marissa	Improving carbon calculator / estimator and making this available to all relevant travellers on ASSITEJ business	Completed for 2024 but always ongoing
11	Confirm that all Executive Committee and staff members have read, understood, and had the opportunity to ask questions about best sustainability practices whilst working from home or other institutional offices	Julia, Émilie, Sue	During next in-person Executive Committee meeting	Completed for 2024 but always ongoing
12	Verify whether members believe that ASSITEJ International is truly doing its best on internal sustainability initiatives or whether there are areas they feel we can improve on	Chris, Marissa	To be combined with next members survey sent out by external evaluators	Feedback in midline and endline report shows that a lot of further work is required
13	Secure continued funding which is specifically	Louis, Sue, Julia	Until now there has not been funding specifically reserved	Completed for the period 2025-2028

	earmarked for sustainability initiatives like SHIFT		for these purposes.	

2025				
1	Ensure the inclusion of at least one key event focusing on sustainability at every ASSITEJ Artistic Gathering and ASSITEJ World Congress	Julia, Émilie	Working with local event hosts	Completed for 2025 Artistic Gatheri ng, to be continued for 2027 World Congress
2	Better connecting our sustainability policy about our other cross-cutting issues, especially accessibility and inclusion	Julia, Émilie, Sue	Working with Accessibility Committee	
3	Creating a sustainable eco-rider for the hosting of future in-person Executive Committee meetings	Julia, Émilie	Ensuring it can be customised to local contexts	
4	Capture flight data (during financial reporting stage) in order to track trends in average emissions per journey	Chris	Integrating into financial reporting workflow - to begin in Q2 2025	
5	Write MOU with ASSITEJ Korea to cover the	Julia, Émilie, Seok	Using feedback from Serbia, Cuba, France	

	ASSITEJ World Congress in 2027	hong		
6	Create fora for deep consultation with members, especi ally those from the Global South, about what sustainabili ty means to them	Julia	Artistic Encounter may be a suitable mechanism for this to take place	
7	Graphic design and reformatting of the new Sustainability Toolkit in order to disseminate it better to members	Julia, Seok hong	Can work with the Communications Working Group to support	
8	Continue publishing sustainability section of the monthly newsletter	Mariss a	Format which was piloted in 2024 is working well	
9	Reach out to ASSITEJ members who have expressed an interest in joining the Green Team	Julia, Émilie	Need to create a regular meeting opportu nity to maintain the momentum	

2026 & Beyond				
1	Support the hosts of the Regional Events by meeting and providing the tools generated by	Chris, Julia	These events replace an ASSITEJ Artistic Gathering in 2026	

	ASSITEJ International to assist their delivery of sustainability conscious events			
2	Increase the number of resources and news updates related to sustainability on our online platforms including social media and our website	Chris, Marissa	Wherever possible, resources customised to the needs of our National Centres and their members	
3	Work with the ASSITEJ International Professional Networks, consulting with them to understand their needs and providing them with resources to use	Chris, Êmilie	There may be some cross-over with the work to engage National Centres but the cross-border nature of International Professional Networks will certainly present some different challenges	
4	Devise strategies to better define environmental sustainability initiatives and increase member engagement in our sustainability activities	Julia, Seokhong	In response to some of the findings from the midline and endline reports.	
5	Seek more targeted feedback from members to understand the disconnect between our sustainability activities and engagement / understanding	Chris, Julia	Feedback in midline and endline report shows that a lot of further work is required	
6	Streamline data collection for SHIFT audits and - in doing so - embed a culture of environmental focus and awareness	Chris	Collecting data in a way that provides stakeholders with some form of immediate feedback will make the issue feel more relevant for them	

ITEM	Notes & Actions	Who	Due Date
FIRST MEETING OF OPEN DOOR TEAM	First meeting of the ODT. Overview of Access Committee & previous way of working. Brief look at EU application to connect with deliverables (more below). Building connections and understanding with Green Team (GT) and Communication Working Group (COMMS). ACTIONS: • Create a clear overview of deliverables, deadlines and who leads on what. • Consider budgets and send forecasts to the Secretary General. • Consider a communications plan for regular updating useful/interesting change and development	JDK TI SS JDH (GT) GM (COMMS) JDK ALL ALL	COMP COMP COMP COMP COMP
MEET ASSITEJ FRANCE	Meeting with ASSITEJ France re: Artistic Gathering 2025: • Points of Contact • Building communication of access & visas • Access Programme as simple table document for ease of finding performances and styles • Develop session with ASSITEJ France (see below)	JDK TI SG CUK LV ASS. FR	COMP
POLICY	Access policy, Accessibility Plan and checklists reviewed	ALL	COMP
TOOLKIT (v1)	Produce first Access Toolkits	ALL	COMP
	NEXT STEPS		
ACCESS RIDERS	Ongoing review and introductions	All	ONGOING

ODT MEMBERS	Decide who is missing from the ODT, considering: • disability (Or Israel) • tech (Italy?) • language & culture (Lindiwae?) • economy		JUNE 25
FORMATION OF OPEN DOOR TEAM	Selected which members of the EC will form the core members of the OPEN DOOR Team(ODT) previously Access Committee. Collaborate with the Communications team and explore connections with the Green Team.	EC	JUNE 25
WEBSITE	Update text on website to reflect change from the Access Committee to ODT		APR 25
GATHERINGS & CONGRESS (5000 ACROSS 25-28)	• Collaborate with ASSITEJ France to create a members panel session around creative career pathways and sustainable careers with disabled artists and creatives. **D4.7** • Collaborate with ASSITEJ France on creating Access and support questions, challenges and learning as planning of the Artistic Gathering 2025 develops. ACTIONS: • Create Meeting with ASSITEJ France & create a plan for what this session & general support • Check Professional Exchange Programme to see if anything fulfils the criteria for disabled artists session	ALL JDK ER	COMP COMP
	• Collaborate with Membership Group (MEMB) and selected Regional Collaborations projects to explore and support the	ALL MEMB	25-27

	development of access for the duration of the projects • Contribute to Impact report		
	• Collaborate with ASSITEJ Korea to create member sessions on one of the ODT focuses (optional) • Collaborate with ASSITEJ France on creating Access and support questions, challenges and learning as planning of the World Congress 2027 develops.	ALL	26 - JUL 27
DISSEMINATION	• Access budgets, checklist & toolkits widely disseminated for members • Diversity Benchmarking updates • Presentation of work of the ODT at World Congress 2027 (1500)	ALL JDK & SG COMMS	ONGOING - JUL 27
MEMBER ACTION AROUND DIVERSITY (1000)	MEMBERSHIP ACTION - WHAT IS THIS?!?!	*ALL* *ASS. GER*	*AUG 25*
DIVERSITY BENCHMARKING	• Complete Benchmarking Project • Create document sharing the example of National Centres in the projects (goals, aims, challenges, successes)	JDK TI	AUG 25
LANGUAGE DIVERSITY & EQUITY 1200 ACCESS DEVELOPMENT	• 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 (budget) ◦ ASSITEJ France ensuring the Contributors awareness of the translation	ALL MEMBERSHIP WG	ONGOING

	• Language badges at events? (200 PER YEAR)		
RESOURCES FOLDER	• Create and update resources folder that can be updated and shared with hosts or centres as needed	ALL	ONGOING
POLICY	Access policy, Accessibility Plan and checklists reviewed	ALL	MAR 26
ASSITEJ EVENTS	Develop Access Briefing for ASSITEJ Events that can be delivered and shared with hosts Front of House teams and hosts • France 2025 • South Korea 2027	JDK	MAR 26 JUL 27
TOOLKIT (v2)	Produce second edition Access & Inclusion Toolkits		AUG 26
REVIEW OF EC INDUCTION MATERIALS	• Access Riders • G-Drive • How to work with the accounts		
REGIONAL COLLABORATION	How does the ODT connect with the successful projects?		
REVIEW MANIFESTO	• Review how access is represented in the Manifesto when it is		2026

JDK UPDATE IN ODT FOLDER TOO

ASSITEJ Impact of Crisis and The Role of Culture Committee Report
March 2025

Members:

Sue Giles
Shoaib Iqbal
Stavros Stavrou
Carole Karemera

Introduction:

Impact of Crisis & the Role of Culture is a project that has come from the identified needs of members in response to geopolitical crises and the impact on children, young people and families in all our contexts.

This project addresses the nature of crises in their devastating effect on culture and life, and the role and impact of the performing arts in response. The development of confident trauma informed practice for children and young people and families is a crying need in our sector, and we are responding strongly by upskilling artists to meet that need with expertise.

This task creates the guides, resources and practical approaches and connections our members need to bring the positive effects of cultural participation where it is most needed.

The Committee was formed during the EC Meeting in Prague.

Tasks:

- Creation of a database of practitioners in the field.
- Development of practice guides
- Development of training workshops

Working Group Meetings:
The Working Group met in person during the EC meeting in Prague. Additional communication was conducted through email correspondence.
Timeline:

The following timeline was designed:

Year 1 – 2025:

- Analysis of the role of culture and mapping of existing trauma and crisis recovery practice.
- Gathering of practitioners with global representation to consult and share practice and experience and creation of working group.
- Identification of children young people associated with practitioners already, who can be safely brought into the co-design process.
- Devising process of working with children and young people – are they brought in to co-design, or to consult and reflect?
- Analysis of need and creation of strategic plan for sharing the project including development of a database of those working in this way by the end of 2026, for members so practitioners can be found when needed.

Year 2 – 2026

- Development of Database by the end of this year.
- Begin to create the various useful tools and resources to support the workshop content. These may include descriptions of games and exercises to use in

workshops, activities specific to ages, child safety protocols, cultural safety protocols, inclusion protocols, checklists for safe spaces, care toolkits for artists, research and reading lists etc.

- Devising the first draft of practice guide content and processes – content shared with working group and feedback gathered. Content will include age specific content, addressing different sorts of trauma, creation of safe spaces, care for artists etc.

- Debrief on practice guide and content with working group, children and young people and external evaluators
-
- Roll out of a workshop built from the practice guide as part of Regional Development Program *(region tbc)* with debrief and responses collected to inform the guide including with participants who are children and/or young people.

- Evaluation and review of process - External evaluators and working group.

Year 3 – 2027

- First "Training the Trainers" workshop at the World Congress in Seoul, Korea.

- Sharing the practice guide content, process of creating workshops and database with members on the website, including process for documentation and capturing of workshop roll out wherever it goes, to add to learning and to the body of evidence that proves the efficacy of theatre methods in dealing with trauma.

- Presentation of process and project - evaluation findings and training model shared with members.

The process could potentially lead to a final conference in Cyprus, in 2027.

Actions:

The following actions were taken, in line with the proposed timeline:

- The members of the Committee have started to identify various individuals and projects which could be of interest to the project.
- An in-person session in Marseille was organised, as part of the New Voices Fellowship Programme. The session will act as an introduction-launching of the project and will take place on 25 March at 16:00**.** During the session, New Voices participants will have the opportunity to get introduced to the project and discuss the topic. The milestone of creating a database (by the end of 2026) will be also announced.

Next meeting:

The Committee's next meeting will take place during the EC meeting in Marseille.

.	Italy	Denmark	Belgium	Luxembourg
Legal identity				
Registration type	Third sector entity	"Almindelig Forening" (Regular Member Association)	2 types: 1/ ASBL/VZW: non-profit association 2/ AISBL/IVZW: International non-profit association	asbl (non profit association)
Digital access to legal register	Yes	Yes	Yes	yes
Digital access to legal register for non-residents	Yes, but with some comlications	Yes	No	yes
Regular Reporting requirements	(1) Annaul Financial Statement	The bank needs an updated constitution when	(1) Annual Financial Statement	(1) Annaul Financial Statement

	approved by EC before 30 April, (2) Annnual Financial Statement with explanatory notes approved by Assembly before 30 May, (3) Notification of changes in the Constitution, EC members, Officers, Auditor with 30 days, (4) notification of changes in Revenue agency, (5) Upload updated member book beginning of each year, (6) Exstract of EC and Assembly minutes in Italian and English uploaded to RUNTS	changes are made, minutes from the General Assembly and list of board members.	approved by general assembly before 30 June, (2) Notification of changes in the Constitution, EC members, Officers, Auditors to the state register and to the bank (3) publishing of annual report and financial statement;	approved by general assembly before 30 April, (2) Notification of changes in the Constitution, EC members, Officers, Auditors to the state register and to the bank (3) publishing of annual report and financial statement on the website (5) Upload updated member book beginning of each year, (6) in case of governement funding budget for the running year approved by the general assembly in march, budget for the following year approved by the EC in march and december to send to the ministry.
Legal requirements to register ASSITEJ	Membership with equal rights, yearly general assembly, funders on website, deadlines for approval of annual	(1) At least 2 members, (2) a mission, (3) changing membership, (4) Membership fees, (5) General Assembly as highest authority, (6) an independent	(1) At least 2 members, (2) a mission, (3) constitution (4) Membership fees, (5) General Assembly as highest authority, (6) Yearly General Assemblies (7)	(1) At least 2 members, (2) a mission, (3) constitution (4) Membership fees, (5) General Assembly as highest authority, (6) an independent ellected EC

	statements and more	elected leadership	an independent elected EC	
Documents & process to prove the requierements	Already created	Submit Constitution and Minutes from last General Assembly	See International Association >>	Submit Constitution and Minutes from the constituting General Assembly
Setup time	Already created	Registration is instant & online. Exemption from Tax and VAT is by application. This can take a couple of month but the Association is active once it is registered online	"Standard NPA" non-profit - Submission to the Register; "International NPA" - Approval of act by the notary and submission to the Register	Association is active once it is registered online, setting up a bank account can be a pain in the ass with an international EC
An international association	Already created	Not a problem. Requierements: (1) The Association need to have address in Denmark. The legal register does not need details on board members just a legal representative that can access the digital register through "MItid" - the same that is used for the bank (This was the answer from Danish Business Authority). The tax authorities gave a slightly different answer: that it is not a problem to be international as	- The name of the AISBL and its head office location. - The aims of the AISBL and its planned activities. - The rules for admitting and removing members. - Members' rights and obligations. - The roles, meeting procedures, and decision-making process of the general management body and how resolutions are communicated to members. - The structure,	for the registration of the assiciation it is not that problematic to have an international board, for the bank account it could be a bit more challenging

		long as decisions are made in Denmark. This can potentially be a small challange when Louis is no longer Secretary General. On the other hand it is very unlikely that the issue will ever be raised and the risk will be mitigated through the agreement with ASSITEJ Denmark to host ASSITEJ International.	appointment methods, and powers of the administrative body, and how it represents the AISBL legally. - The process for changing the statutes, dissolving the association, liquidating assets, and ensuring any remaining assets are used for selfless purposes if dissolved.	
Bank & Payments				
Name of bank	Banco BPM	Arbejdernes Landsbank	Various banks available (BNP Paribas Fortis, ING, KBC)	banque et caisse d' épargne de l' Etat
Signatory of UN Principles for Responsible Banking	No, but has joined "UNITED NATIONS GLOBAL COMPACT" "TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)"	Yes	Most of them	yes
Digital access	Yes	Yes	Yes	yes
Digital access for authorisations	No	Yes	Yes	yes
Digital access for non-residents	Partially, an Italian sim card and email	Yes, though the app "Mitid" which for most	Partly; conditions apply per bank;	yes, with the luxembourgish connection app

	address is needed	countries is easy validated using the passport of the staff/EC member		
English language option in online bank access	English not provided, only by google translation	Yes for the interface for payments, legal documents are in Danish	Yes (for all)	yes
Requierements for setup of account and cards	Already created	Identity information on board members, constitution & GA minutes	Banks will need: The entreprise number, The statutes text, Personal details of all administrators, An initial budget for the first year, The UBO register (UBO = ultimate beneficiary owner)	Identity information on board members, constitution & GA minutes
Issues with an international board?	No	No	No	no
Procedures for international transactions		Describe approximate number and nature of international transactions against money laundring (yearly)	No major issue for transactions; However, certain constraints may apply in relation to anti-money laundering rules	
Payment cards to non-residents	Probably not	Yes	Yes	don' t know
Requirements for international transactions	Tax residence certificate and Form D	VAT numbers correctly stated	To check	none
Tax residence certificate required for	yes	no	To check	no

paying international services				
Bank costs		The costs ASSITEJ is currently paying to Soldo can be saved	Vary per bank	90 € yearly account, 2,5 monthly per bank card, 15 payment per month free 0,5 € for every additional payment
Account in Euros	Yes	Yes	Vary per bank	yes
Return possibillities for reserve fund (50.000 EUR)	To check	No, the amount is too small. Although investmentes in bonds may be an option if the constitution allows for it	To check	?
VAT & Taxes				
VAT and tax reporting requirements	Yes, yearly reporting	No VAT and Tax reporting requierements	Yes. Yearly reporting	yearly report
Excempted from tax on income	Yes	Yes (by a one time application that establish ASSITEJ as a non for profit)	Associations must submit each year a tax declaration. By default, associations are subject to a tax called IPM (Impôt des Personnes Morales / Tax on moral persons).	yes since non profit
Excempted from VAT		Yes (by a one time application that establish ASSITEJ as a non for profit)	In most cases	yes (simplified VAT or partial VAT is an option)

Taxes on costs for employees	3.5% (after a certain threshold)	0%	tbc	12,5%
Taxes on membership fees	0	0	0	0
Taxes on public grants	0	0	0	0
VAT on services sold by ASSITEJ (e.g. sales of delegate passes)	No	Is excempted from VAT and tax if the passes are sold mainly to members and the income is used to work for the non for profit aims of the association	Possible VAT registration. Once registered and possessing a VAT number, when buying goods and services in Belgium, the association is able to get refund of all the VAT paid. However, after registering to the VAT, the AISBL will also be compelled to: File quarterly reports, stating the total amount of operations (in and out) subject to VAT File yearly list of VAT clients the AISBL has sold goods or services to Retain a VAT of 21% over all sold goods or services, and	possible if full VAT affiliation, not necessary if simplified or no VAT

			pay that amount quarterly to the finance administration	
Bookkeeping, accounting and payments by bank				
Bookkeeping & accounting done by staff or external service?	External Service Provider (SACOA)	External Service Provider (Katrine Kihm)	DEG & Partners Art consult & PME-Conseils	
Bookkeeping done by Service provider?	Yes	Yes	Yes	
Accounting done by Service provider?	Yes	Yes	Yes	
Bank transactions done by Service provider?	Yes	no	no	no
Annual statement done by Service provider?	Yes	Yes	Yes	Yes
Annual statement in English	Yes	Yes	Yes	yes
Accounting software	Currently no software used	E-conomics	Available	
Provide bookeeping documents digitally	Upload to google drive	Yes, thourgh E-conomics app	Available	
Can Service provider give fiscal advise	Yes	Yes, to some extent	Yes	
Reporting to official registers done by Service	Service provider	Not needed	Service provider	

provider or staff?				
Legal obligation to have external auditor?	Yes, when these limist are exeeded in two consecutive financial years: a) total assets in the balance sheet: (150,000 euros); b) revenues, income, receipts however denominated: 300,000 euros; c) employees employed on average during the fiscal year: (7 units).	No	Yes. Beyond () Euro	
Yearly costs for External Auditor Report	2000	3500	To check	1000-2000 €
Estimated costs for Service provider	50000	3500	8,200€	a 40h minimum wage for qualified workers is 3150 € brutto + 12,5% social charges per month, which means at least costs of 42525 € for a full time job
Other costs				
Number of employees in the country	0	1	0	0
Yearly costs related to the payment of the salary of current Secretary	2600 (using employer of record)	500	2600 (using employer of record)	2600

General who is based in Denmark (Costs for other employees is equal for all four scenarios)				
Yearly costs for legal and fiscal consultancy	Included in quote from SACOA	500		depending on the needs

Towards 2027: Progress & Insights from ASSITEJ Korea

1. Schedule in 2027

1-1. **Tentative Event Date**: Opening on Thursday, July 22 ~ Closing on Saturday, July 31, 2027

1-1-1. Travel and arrival/departure are expected to take place before and after the official event dates.

1-2. Considerations & Discussion Points regarding the Date

1-2-1. The Congress & Festival 2027 is planned to take place in the centre of Seoul, particularly in Daehangno, the Theatre Street (At the same time, the co-hosting the festival with other cities is also under consideration for the balanced development of the Korean TYA)

1-2-2. ASSITEJ Korea hold usually its summer festival during the fourth week of July each year. To maintain audience engagement and ensure the festival's long-term tradition, we prioritise to keep the same schedule as the summer festival, rather than one-time scheduling shift.

1-2-3. However, as we explore ways to encourage children's voice as a key theme of the Congress & Festival 2027, we are also considering the possibility of moving the event to 1st week of May as an alternative option, subject to further discuss.

* On the 1st of May, ASSITEJ Korea organises a marching event with children and young people to celebrate their rights, which could be integrated into the festival.

** In Korea, May is regarded as a month dedicated to children and families. As a result, numerous programs for children and families take place nationwide during this time.

2. Vision for the Congress & Festival 2027

2-1. A Congress & Festival Centered on Children

2-1-1. ASSITEJ Korea has been actively exploring the themes of fostering active engagement of children and empowering children to take an active role in recent years.

2-1-2. We aim to highlight these principles in the Congress 2027 & Festival by designing programs that reflect various forms of children's engagement—from direct participation to indirect inclusion in the artistic creation process.

2-2. Exploring Asian Identity & Solidarity

2-2-1. Asia has been developing a strong network of collaborations in the Theatre for Young Audiences (TYA), and the Congress & Festival 2027 should serve as a platform to shape the future of this solidarity.

2-2-2. Beyond strengthening inter-Asian collaboration, we are also exploring ways to connect Asia with the global TYA community through this event, establishing a foundation for sustainable artistic exchange.

3. Touring & Distribution of Invited International Performances

3-1. For performances invited to the Congress & Festival 2027, we aim to support their access to national funding in their home countries by creating a pre/post-event touring schedule in other regions of Korea.

3-2. We plan to establish agreements and collaborations with Korea's Regional Cultural Foundation Association to activate its national network for performance distribution (e.g., formal agreements or partnerships).

4. Post-Congress Program

4-1. Strengthening Asian & Korean TYA Networks

4-1-1. The Post-Congress Program will serve as a platform for ongoing engagement with the broader Asian and Korean TYA communities.

4-1-2. We plan to collaborate with major TYA festivals and platforms across Asia, such as those in Japan and China, by aligning schedules and co-organizing events.

4-1-3. We also aim to partner with key cultural institutions in Korea (e.g., National Asian Culture Center's Children's Culture Center in Gwangju) to facilitate additional post-Congress programs in key cities.

4-2. Networking & Cultural Exploration in Seoul & Gyeonggi Province

4-2-1. During the Congress, we will organize visits and networking programs focusing on various artistic scenes in Seoul and Gyeonggi Province.

5. Legacy & Impact of the Congress & Festival 2027

5-1. We are actively considering how the Congress & Festival 2027 will leave a lasting impact on the field of Theatre for Young Audiences in Korea and Asia.

5-2. We aim to define and secure a meaningful legacy that will continue shaping the TYA landscape beyond 2027.