



*A Regional Group of the
International Music Council*

ANNUAL REPORT

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Executive Summary

Whilst the central theme of the EMC's 2020 report could be understood as survival, the focus of 2021 at the EMC shifted towards that of resilience and development in working towards a sustainable and durable music ecosystem. As with any other year, in 2021, the European Music Council aimed to build upon the successes of the previous years with further activities to activate, strengthen and connect the music sector as is correspondent to the objectives of the organisation.

The impact of the European Agenda for Music was broadened through the development of the "Get involved" section of the EAM website. It provides a one-stop overview how music sector stakeholders can make use of the EAM for cultural policy, through translation, learning from others, webinars or creating other events.

Throughout the duration of 2021, the EMC has reached its objective of raising awareness for music as a societal and political factor, e.g. through the open letter "Claiming a front row seat – the place of music in society" in July 2021 which was initiated by the EMC and signed by over 70 European and national music organisations.

This intent for "Claiming a front row seat" has equally be realised through proactive dialogue and exchange with the bodies of the European Union where the EMC presents the interest and challenges of the European music sector. This included the EMC's part in the two consultations held in the frame of "Voices of Culture" and advocacy for an increased budget of Creative Europe and for committing at least 2% of the Recovery and Resilience Facility (RRF) – the biggest fund in Next Generation EU – to culture.

This theme of "Claiming a front row seat" for music was adapted as the theme for the European Forum on Music 2021. The EFM 2021 took place online on a virtual conference platform to give participants several opportunities to exchange and network outside the panel discussions and networks and to recreate some of the exchange formats usually taking place at a physical conference. Of the 315 registered participants over 210 participants actively accessed the EFM online conference. Additionally, several of the panel discussions were livestreamed on Facebook. The sessions are still accessible via the EMC website.

Networking, capacity building and the professionalisation of the music sector has further developed and been strengthened through numerous of our 2021 activities.

Once again, The EMC Fellowship offers emerging professionals in the music sector an opportunity to internationalise their careers and throughout the duration of their Fellowship they were able to participate in all EMC events and make connections to and form networks on a European level to strengthen their career. The experiences and connections made will have an effect over a long period of time

The EMC has contributed its knowledge to other important stakeholder events such as the events of Culture Action Europe on joined advocacy, the UNESCO meeting on cultural diversity in addition to events by for-profit organisations in the music sector, including participation at Music Migrants Manifesto conference (Germany), Tallinn Music Week (Estonia), WOMEX (Porto, Portugal) and LineCheck (Milan, Italy). Participation at these events were in addition to the EMC's own organising of different types and formats of events to reach its own objectives of creating synergies and providing network opportunities among the members including an EMC webinar organised with EMC members from institutional music education (AEC, EMU and EAS) and EMC Online Lounges for EMC members.

Important Cooperation projects are SHIFT – Shared Initiative for Training, led by the EMC, Creative Shift, led by the German Book Fair, MOST, led by Hangvető Budapest and MusicAIRE, led by Inova+(PT).

Even though the COVID-19 crisis struck the EMC heavily – as all culture networks in Europe worldwide – the EMC managed to change formats of events, increased communication with members and partners for mutual support and quickly adapted to new remote working modes when needed.

1. Cultural Policy: EMC Network activities

1.1 European Agenda for Music

The European Agenda for Music (EAM) converges the diverse voices of the European music sector to define long-term actions and priorities for the field. It aims to be a reference for the European institutions in the development of music-related policy as well as for organisations within the music sector. In 2021 the following activities took place:

The “Get involved” section of the EAM website was re-designed and updated. It provides a one-stop overview how music sector stakeholders can make use of the EAM for cultural policy, through translation, learning from others, webinars or creating other events. It also shows testimonials of music sector stakeholders who have used the EAM for their advocacy work or within their organisations on European and national level (e.g. in Latvia and France). Additionally, EAM promotion material is available for download or order.

1.2 Webinar “European Agenda for Access to Music Education”

Addressing one of the key themes of the EAM “Education & Access to Music”), three of the EMC’s members jointly organised a webinar on the topic which was hosted by the EMC. AEC, EAS and EMU represent the entire range of institutional music education from kindergarten to higher education on a European level.

1.3 Special Edition European Agenda for Music

Under the quickly changing circumstances of the Covid-19 pandemic, the EMC has adapted the original plans for the special edition of the EAM, to better respond to the needs for advocacy tools of the sector. The EAM website section “Get Involved” was updated and newly designed including testimonials and experiences from the sector.

To reflect the impact of the COVID-19 pandemic and the changed priorities and needs of the music sector, an update on specifically this question as an addendum to the EAM was started. First results of a desk research by IMC and EMC provide a basis to continue working on this in the coming months.

2. Protection and Promotion of Cultural Diversity

The Protection and Promotion of Cultural Diversity is key to all EMC activities, through the IMC’s 5 Music Rights. Therefore, the EMC participated in relevant meetings that shape the future of cultural diversity in Europe. The IMC’s close relationship to UNESCO and to other related cultural NGOs and civil society organisations plays a crucial role here.

The exchange was continued on the UNESCO 2005 Convention through Silja Fischer, Secretary General of the IMC, and through participation in meetings with the German Commission for UNESCO, specifically within the German Coalition for Cultural Diversity.

On Music Freedom Day (3 March 2021), the EMC published an episode of its podcast (“Music Webs. Weaving connections and untangling cultural policy in Europe”) which took a closer look at freedom of musical expression in Europe. To learn more about the situation in Hungary and Poland, Simone Dudt (EMC) was joined by music journalist and curator Monika Pasiecznik (Poland) and journalist András Stumpf (Hungary). They talked about the importance of public spaces and support for musical diversity and expression. They also highlighted the specific challenges and barriers for independent artists that have been made even more difficult by the COVID-19 crisis. The podcast was also promoted by Freemuse in its press release for Music Freedom Day.

The EMC also supports the Keychange initiative to promote gender equality in the music sector. The EMC also attended conferences and workshops on the topic, e.g., in the framework of the German EU Council Presidency in the second half of 2020.

3. Cooperation & Networking

3.1 Dialogue with Political Institutions

3.1.1 Voices of Culture/Structured Dialogue

As laid down in its overall strategy, the EMC proactively seeks dialogue and exchange with the bodies of the European Union to present the interest and challenges of the European music sector. As part of its commitment, the EMC continued its involvement in the Structured Dialogue with the European Commission and took part in the two consultations held in the frame of “Voices of Culture”.

- “Culture and UN Sustainable Development Goals: Challenges and Opportunities
- “Status and Working Conditions of Artists and Cultural and Creative Professionals
- (Re-)Engaging Digital Audiences in the Cultural Sectors – Improving Audience Data

In the first two topics, the EMC actively participated in the meetings in (between December 2020 and February 2021, and between April and June 2021) and contributed to the writing and presentation of the reports. For the third topic, the EMC was selected in November 2021 – the meetings will take place in December 2021 and March 2022).

The topics are closely related to the EMC’s overall activities and objectives. For all Voices of Culture Dialogues, the EMC consulted its entire membership on the topic and contributed with this input to the discussion. This allows the EMC to make use of the knowledge and expertise of its broad membership but also to involve the members directly in the EMC’s advocacy activities.

3.1.2 Multiannual Financial Framework (MFF) and Next Generation EU

A strong budget for Creative Europe and a more prominent role for culture overall in the MFF, has been one of the main advocacy aims of the EMC for several years. In the last year of negotiations of the MFF and in the framework of the COVID-19 pandemic, this topic had gained an even more prominent role. The cultural and creative sector and the music sector in particular have been heavily affected by the pandemic and in particular international cooperation and exchange had reached almost a complete standstill. As many EU member states and partner countries cut or completely eliminated their budgets for international cultural exchange, the importance of Creative Europe was further highlighted. The EMC therefore strongly advocated for an increased budget of Creative Europe and for committing at least 2% of the Recovery and Resilience Facility (RRF) – the biggest fund in Next Generation EU – to culture. The EMC has issued several statements on this issue jointly with many other organisations from the cultural sector – especially a campaign coordinated by Culture Action Europe which led to more than 110 organisations signing an open letter. The EMC was actively involved in drafting the letter and collecting signatories from music organisations across Europe (22 of the 110 signatories are EMC members).

The EMC also formulated model letters on this issue which were provided in particular to the EMC members that are national organisations and encouraged them to use their connections to advocate for at least 2% for culture in national recovery plans.

This was constantly accompanied by social media campaigns, in particular on the EMC’s twitter channel as it is mostly used by policy makers and other advocacy-driven organisations.

The successful increase of the Creative Europe budget is a visible and important result and impact of the advocacy work undertaken by the EMC and other cultural networks.

Although the 2% for culture in the RRF were not made mandatory, it was included as a recommendation – which was also an important result as it further highlighted the need for more support for the cultural and creative sector to alleviate the effects of the COVID-19 pandemic. After the first national recovery plans were published starting in the spring/summer of 2021, the EMC supported CAE in their efforts to gain an overview of how culture was implemented in the national recovery plans by providing input on certain national recovery plans and activating the EMC network and partners to contribute to analysing the plans which have only been published in their national languages. This was again a successful use of the EMC’s active network. (The CAE report on culture in the national recovery plans was published on 9 December 2021).

3.1.3 Music Moves Europe

From the start, the EMC was involved in the preparation of the Music Moves Europe scheme. The EMC serves as EMC's main reference point to highlight priorities and challenges of the music sector and was highly appreciated by representatives of the European Commission, DG EAC.

The EMC has disseminated the studies that have been undertaken in the framework of Music Moves Europe – in particular the Feasibility Study for a European Music Observatory and the Market analysis and funding gaps of the European music sector study. For both studies, the EMC Secretaries-General were actively involved in the advisory board.

In reaction to the amended Music Moves Europe call “Innovative support scheme for a sustainable European music ecosystem” that was published by the European Commission in June 2020, the EMC started to gather European networks within and outside its membership for an exchange and possibly joint response to this call. The exchanges started in 2020 and continued in 2021 with several online meetings and a survey among the European networks. This led to a successful application with Inova+ (Portugal) as coordinator and the EMC as cooperation partner for the project and funding scheme MusicAIRE for which 19 European music organisations signed a letter of intent signalling their commitment to the process coordinated by the EMC and Inova+.

3.1.4 Collaboration with UNESCO

In 2021, the IMC participated in major UNESCO events representing the music community:

- General Conference in November 2021
- Intergovernmental Committee of the 2005 Convention (Diversity of Cultural Expressions) in February 2021
- Conference of the Parties to the 2005 Convention in June 2021

At UNESCO, the IMC participates in Steering Groups of civil society organisations on the 2005 Convention and as member of the Climate Heritage Network, and International Cultural Relations Research Alliance. In this role, the IMC analyses policy developments, contributes to joint statements and topics to be discussed. IMC project manager Davide Grosso was elected as Chair of the International Conference of NGOs and the NGO-UNESCO Liaison Committee. This position strengthens the IMC's visibility and role among NGO official in partnerships with UNESCO.

3.2 EU policy work together with EMC members

The EMC regularly provides updates and inputs about EU cultural policy to its members through the newsletter and in online lounges. Additionally, the EMC provides material such as model letters that organisations can adapt for their advocacy work on national level.

For several joint letters, the EMC collects signatories amongst its EMC membership. These letters are widely published by many cultural organisations, send to EU and national policy makers and are widely disseminated in social media giving these members more visibility on European level – especially those that are not directly active on a European advocacy level.

But the EMC also relies on and regularly makes use of the knowledge of its membership either on specific issues such as employment/social questions or for specific countries or regions. This was for example useful for the Voices of Culture dialogue or in gaining knowledge about national recovery plans.

3.3 Cooperation with European and international networks

In 2021, the EMC continued its cooperation with other European and international networks from the music and wider cultural sector. Two main topics were the Multiannual Financial Framework (MFF) and the COVID-19 pandemic and its consequences for the cultural sector.

On several open letters, the EMC has collaborated with other European and international networks:

- Open letter: Claiming a front row seat – the place of music in society (July 2021)
- EU-US Summit 15 June 2021: Call to support cultural relations (June 2021)

- Include culture in national recovery strategies and reactivate cultural life (March 2021)
- Culture in EU's external relations: The way forward (November 2020)
- Letter to the European Commission and Member States: Culture in the RRF (November 2020)
- Joint letter: Report on a Recovery and Resilience Facility (October 2020)
- Joint letter: InvestEU (October 2020)

The EMC mainly works with European and international networks a) within its own membership, b) through its membership in Culture Action Europe and c) with other music networks.

In Culture Action Europe (CAE), the EMC is an active member of several working groups: "Culture, Sustainability & the Environment", "Culture and Working & Living Conditions" as well as "Culture and Well-being". In July 2021 EMC Policy Advisor Katharina Weinert was elected to the Board of CAE and appointed Vice President.

Through the IMC, the EMC is actively involved in the #Culture2030Goal Campaign. The IMC participates in Steering Group meetings and co-designed the Action Plan for 2021-2022 and contributed to the analysis of Voluntary Local Reports on the implementation of the Sustainable Development Agenda 2030.

3.4 Collaboration with music industry

The EMC aims to reach out to all fields of the music sector, including the for-profit and music industries. For this, the EMC aims to participate in and collaborate with music trade fairs and other industry events.

Towards the end of 2021, with easing restrictions, the EMC was able to participate in person at a few music industry events:

- Music Migrants Manifesto conference, Germany, 13-15 September 2021
- Tallinn Music Week, Estonia, 1 October 2021
- WOMEX in Porto, Portugal, 27 – 31 October 2021
- LineCheck, Milan, Italy, 23 – 25 November 2021

For these events, the EMC was invited as a speaker or host of a session. At the Tallinn Music Week, EMC Secretary General Simone Dudt was a speaker at a panel hosted by its member Live DMA on the topic "Come Together: The European Live Music Sector Joins Forces... And It Works!". At WOMEX, the EMC hosted a session on EU funding for music together with the Creative Europe Desk Portugal.

In 2021, the EMC participated as speaker or participant in various online meetings collaborating with the music industry:

- Central Facebook live: "Art and Brexit: Music industry", 18 March 2021
- Eurosonic 2021, Groningen (NL)/online, January 2021
- Reeperbahn Festival Brexit special, Hamburg (DE)/online, 19 January 2021
- Live DMA panel (Open Club Day), 2 February 2021
- Music Moves Europe conference, European Commission/EU Member States, 4-5 March 2021
- GESAC/EY: Rebuilding Europe – what happens next? 23 March 2021
- SDG Global Festival of Action, 25-26 March 2021
- Music & SDGs Network meeting (Center for Music Ecosystems), 30 March 2021
- Pro Light & Sound, 13 April 2021
- Europe takes part, 29 April 2021
- IMZ panel discussion on challenges and opportunities of working cross-sectoral, 15 June 2021

4. Capacity building/Professionalisation of the sector

- Webinar "European Agenda for access to music education" with AEC, EMU, EAS
- Online lounges about EMC activities, in preparation for EFM & AM

- Informal meetings with music networks coordinated by the EMC – only with EMC members and jointly with networks outside EMC membership – to coordinate a joint response to Music Moves Europe call for a sustainable music ecosystem
- Informal lounge for EMC members on the new Creative Europe calls

In February 2021, the EMC hosted a webinar that was organised in cooperation with three of EMC members from institutional music education – European Association of Conservatoires (AEC), European Music School Union (EMU) and European Association for Music in Schools (EAS). Building on the common priorities of the European Agenda for Music (EAM), AEC, EMU and EAS outlined their joint vision. The webinar discussed key concepts such as diversity, reaching out to new audiences, social relevance of music and music education as well as smart and creative use of digital means as well as the EAM were discussed during the presentations and break-out groups. In addition to the speakers from the organising European networks, MEP Doménec Ruiz Devesa addressed the participants as well. More than 130 participants attended the webinar on 5 February 2021.

The EMC continued to organise EMC Online Lounges for EMC members to give EMC members the chance to meet and exchange and update them on EMC activities in particular in the run-up to the European Forum on Music and the Annual Meeting of members. The EMC membership lounges took place in December 2020, February 2021, April 2021 and October 2021.

The EMC has signed the Creative Skills Pact of the EU as the Charter on which the Pact is based strongly aligns with the aims of the EMC such as promoting a culture of lifelong learning for all and working against discrimination and for gender equality and equal opportunities. With the capacity building and training, the Fellowship Programme and other activities (Activities 5, 6, 7) the EMC has contributed to the principles of the Charter and will build on and further develop these activities in the future.

4.1 European Forum on Music

The European Forum on Music 2021 took place from 2-5 June 2021 as an online event. The ongoing pandemic situation did not allow for a physical conference in Moscow, Russia as originally foreseen.

The theme of the 2021 EFM was “Claiming a front row seat. The place of music in society”. This theme was a reflection of the experience of the music sector – especially during the pandemic – that political actions often seem to fall behind on the relevance of music for society and everyday life. As a sector among the hardest hit by the pandemic, the aim of the EFM 2021 was to look at music’s role in society – pre- and post-Covid – and how the music sector can recover from the crisis but also contribute to societies in general coming out of the pandemic. The following topics were discussed in keynote speeches, panel discussions and workshops:

- The place of music in society
- Working conditions of musical artists
- Music and the Sustainable Development Goals
- Weighing out values
- Overcoming stigmata and getting back to enjoying music
- The EU Copyright Directive – Where are we now?
- Introduction to EU funding (Creative Europe & Horizon Europe)

The rich artistic side programme on-demand highlighted the EFM topic providing a fantastic mix of diverse musical genres ranging from the Piccolo Pastorale performed by the Beethoven Orchestra Bonn and produced by the Deutsche Welle, to the “Living in a box” concerts of Berlin based bands Wanubalé, Lord of the Amazing Panther and Fabiana Strifler to an exclusive show of the movie “The Great Green Wall”.

The EFM 2021 took place online on a virtual conference platform to give participants several opportunities to exchange and network outside the panel discussions and networks and to recreate some of the exchange formats usually taking place at a physical conference. This was achieved through informal networking spaces

(wonder.me), a central chat for all participants in the lobby, an online exhibition with virtual booths and possibilities for participants to have bilateral or group video chats.

The EFM virtual conference platform was accessible to all registered participants and speakers. Of the 315 registered participants over 210 participants actively accessed the EFM online conference. Additionally, several of the panel discussions were livestreamed on Facebook. The sessions are still accessible via the EMC website.

4.2 Staff Exchange Programme

Due to continued restrictions to contain the pandemic, a staff exchange consisting of short-term stays of EMC members in offices of others was not possible to be implemented. Instead, the EMC offered other opportunities for EMC members to meet and exchange, e.g. through the Online Lounges for EMC members or several networking opportunities in the framework of the European Forum on Music.

4.3 EMC Fellowship Programme

The EMC Fellowship Programme offers emerging professionals working in the field of music an opportunity to internationalise their careers and develop professionally. The 3rd round of the programme started in June 2020. Initially designed for one year, due to the COVID-19 restrictions, the Programme was extended to give the Fellows the opportunity to enjoy the benefits of the full membership. Seven new fellows were chosen out of 34 applications and, for the first time, three more fellows, sponsored by the Dutch Performing Arts Society, were accepted. Therefore, the current fellows are:

- Aleksandra Bajde (AT/SI)
- Merel Cuperus (NL)
- Anete Goldmane (LV)
- Christine Halsall (UK)
- Sari Löytynoja (FI)
- Alberto Palacín Fernández (ES)
- Guillermo Rodríguez Rodríguez (ES/BE)
- Daniel de Keizer (NL)
- Ruben Timmer (NL)
- Andrea Voets (NL)

The Fellows were given the chance to take part in several member's activities, as for example the EMC members lounges or the European Forum on Music and the Annual Meeting 2021. Other activities were specially created for them:

- Online Workshop on International Cooperation & Networking: Based on the workshop *Start your Cooperation Project* developed in 2017 in the framework of the STAMP project, an online course was created to provide the fellows training to develop international cooperation ideas. It tackled important questions on funding opportunities, intercultural competences and communication in the frame of international cooperation projects. The new workshop was divided in three different sessions, that took place during December 2020 and January 2021. Each session included some introduction, presentations from EMC members, and assignments to be discussed in the next session.
- Mentorship programme: as one of the limits of the Fellowship programme regarding the COVID-19 restrictions was the fact that the fellows could not network with our members, a mentoring programme was developed. The programme consisted in matching each EMC Fellow with a member from the EMC Board or other experienced representatives of the EMC membership, in order to support the fellows in their professional development. This mentorship took place from February until June 2021 under the supervision of the EMC staff. As a direct outcome one fellow was able to travel to the Tallinn Music Week and for the LiveDMA Forum.
Further collaboration was encouraged but on a voluntary basis.

The EMC had planned a final event for the Fellows with a small joint meeting of the EMC Steering Committee and other guests from the music and cultural sector in Brussels at the end of November 2021. This would have been the first opportunity for the Fellows to meet in person and connect with representatives of the EMC

network. Because of health and safety concerns and regulations with quickly rising numbers of COVID-19 cases in Brussels and other European countries, this in-person meeting had to be cancelled at very short notice. The Fellows and Steering Committee participated in the online Final Event of the Erasmus+ funded project SHIFT (not part of the Creative Europe grant and this report).

This rapidly changing situation (including the emergence of the new Omicron variant) also made it impossible for the Fellows to travel across Europe to visit an EMC member because of the increasingly unsure health and safety situation in many European countries.

In individual cases, Fellows were put in contact with other EMC members for exchanges on specific topics e.g. the implementation national funding programmes for culture (between Spain and Germany).

5. EMC PROJECTS

5.1 SHIFT (Erasmus+)

Climate change, gender equality and inclusion of minorities are key challenges for our rapidly changing world. Arts and culture have a recognised role in shaping societies and have the potential to significantly contribute to a better and more sustainable future for all as recognised in the UN Sustainable Development Goals (SDGs). The project SHIFT provided training offers for cultural leaders, working together and creating paths to face such global challenges. Implementing changes where needed and passing on the gained knowledge to leaders and staff members, of cultural networks and the broader cultural sector.

The partners produced annotated bibliographies (online data base and PDF), online manuals, guidelines and excerpts translated in French and Italian during two years (December 2019-January 2022) on the following themes:

Cultural Leadership

- Co-development and Co-creation Methodologies
- Participatory Governance
- Organisational Change and Evolution
- Evaluation and Impact Assessment

Environmental Sustainability

- Guidelines for Cultural Networks and Platforms
- Key Resources
- Carbon Calculators
- Climate Adaptation

Gender & Power-relations

- Key Resources
- Main Observations
- Recommendations for European Cultural Networks
- Case Studies – Stories of Change

Inclusion

- Diversity, Equity, Inclusion, and Belonging – Key Concepts and Culture
- Inclusive Governance: People, Policies and Processes
- Making Communications more Inclusive
- Holding Inclusive Events

The SHIFT project was coordinated by the European Music Council (EMC) and funded by the Erasmus+ programme of the European Union. The following project partners worked together to implement SHIFT.

- European Choral Association (ECA)
- European League of Institutes of the Arts (ELIA)
- European Union of Music Competition for Youth (EMCY)
- Fresh Arts Coalition Europe
- Informal European Theatre Meeting (IETM)
- International Music Council (IMC)
- On the Move
- Trans Europe Halles (TEH)

The partners strived to create simple tools and recommendations that they firstly could apply in their organisations as well as share with their members and to the whole cultural sector. The SHIFT project aimed to reach a shifting point towards better trained cultural leaders, with regards to the SDGs. Indeed, the SHIFT publications seek to equip individuals professionally and personally to achieve these global challenges, by changing the way they perceive and act towards leadership, inclusion, power relations and our relationship to nature and climate. We wanted to use the enormous potential of the European and international cultural networks to make the necessary and urgent transformation towards sustainable societies and a cultural sector.

The project met our objectives giving us and our members the possibility to achieve the following results:

- Improve personal and professional development
- Access to new tools to face challenges and adapt when needed
- Increase knowledge about the SDGs and their relationship with the cultural sector
- Improve capacity of staffs through the implementation of training activities with staff and members
- Improve awareness about the role that cultural leaders have in their own organisation, but also in the relationship with the leaders of other organisations.

"Without playing too much with words, the SHIFT project has really allowed us to shift our mindset and more importantly our practices on key transversal issues that we were either involved with (mobility and environmental sustainability), gender issues (with a stronger focus put on sexual harassment in the arts and cultural sector in Europe) or inclusion / accessibility particularly with regards to our publications and website. The best award for us is that the work is still to be continued on those issues through ongoing projects and/or conversations particularly with colleagues and friends from European cultural networks."

Marie Le Sourd – On the Move

Dive into the SHIFT results at the website: <https://shift-culture.eu>

5.2 MusicAIRE (Music Moves Europe Preparatory Action)

Inova+ (PT) and the EMC have launched the new European project MusicAIRE. The consortium will develop grants to support the music ecosystem to emerge from the Covid-19 crisis in a green, digital and just and resilient way. In the first phase of the project, a questionnaire was widely distributed to learn more from people active in music which kind of support fits best with their need. Following an open call, two rounds of think-tank meetings were organised to further discuss how a support scheme could be shaped. More than 50 music sector stakeholders participated in two think-tank sessions organised by the EMC and Inova+. The participants commented on the results of the questionnaire carried out by the consortium to receive inputs on how the MusicAIRE open calls should be shaped. This Think-Tank was also a great opportunity to discuss the needs of the music sector that the open calls should meet.

The first calls for proposals were published in February 2022.

5.3 MOST (Creative Europe cooperation project)

In the urban policies pillar in which the EMC is mainly involved, the first calls for applications were published, participants selected and several online training sessions took place. The training was followed by the mini project applications, evaluation and implementation of the mini projects.

EMC's involvement included contributing to the formulation of related calls for applications. In the next phase, the EMC was part of the jury in selecting the participants for the urban policies pillar. As a trainer in the urban policies pillar, EMC policy advisor Katharina Weinert took part in all online meetings with the selected participants and organised a full training day. This training day was focused on the European Agenda for Music, the importance of networking and advocacy. EMC board member and Vice-President of the Polish Music Council Joanna Grotkowska was invited as a guest speaker to talk about putting the EAM into practice on national and local level.

In the next phase of the urban policies pillar, the EMC was part of designing the applications for the participants for the mini projects as well as the evaluation and selection. Following this, the EMC is a mentor for two of the participants implementing their mini-project.

On 9 July 2021, the EMC was a speaker at the A to Jazz Talks in Sofia (BG) with a presentation of MOST and a Roundtable on Balkan Music Export together with Hangvetö and the Bulgarian Music Association.

COVID-19 also changed the timeline of the implementation of the mini projects of the participants in the urban policies pillar. The uncertainty caused by COVID-19 makes it very difficult to plan events with an audience several months in advance. It was therefore decided to extend the timeframe of the participants to implement their mini project into 2022.

A meeting of the MOST partners took place in the framework of WOMEX in October 2021 in Porto (PT).

5.4 Creative SHIFT (Pilot action, DG CNCT)

The EU co-funded project creativeSHIFT was designed with the goal of innovating Europe's cultural and creative sectors and industries (CCSI) and proposing original solutions to several of its endemic problems: These include structural challenges that a majority of players within these sectors face, triggered by new technologies and digitisation, the environmental crisis, as well as the current COVID-19 pandemic.

The creativeSHIFT project was initiated by seven European partners with backgrounds in the book, music, gaming, and audio-visual sectors. It involved a community of more than a hundred professionals from the Culture and Creative Sectors and Industries (CCSI). Its impact was greatly amplified by participation in international events such as Linecheck (Milan, IT), Frankfurter Buchmesse (DE), and others. The project was multiplied by the seven partners and their membership.

Launched in 2020, creativeSHIFT successfully set out to promote Europe's creative industries and to illustrate the need for cross-sector and cross-border cooperation. Many events took place over the last two years:

- March 2020 Official start of creativeSHIFT
- October 2020 Kick-Off Workgroups
- November 24-25, 2020 Inspirathon
- November 2020 Challenge Workgroups 1-10 start their work
- April 28, 2021 Showcase, hosted by SpielFabrique
- June, 10 2021 Showcase, hosted by Music Innovation Hub
- September 28, 2021 creativeSHIFT Investment Forum
- October 2021 creativeSHIFT @ Frankfurter Buchmesse 2021
- November 2021 creativeSHIFT @ Linecheck Festival in Milan
- November 2021 First creative Bonds event
- March 3, 2022 creativeSHIFT Financiers Meeting
- February 22, 2022 Conclusion event of creativeSHIFT

A very important part of CreativeSHIFT are the policy recommendations that address common issue for the creative content sector towards European and national policy makers. You can also have a look at them here: https://drive.google.com/drive/folders/1Qvx1w0bDvTY8WegtOBGcmSW8L_WVdxd2 .

These policy recommendations offer several suggestions on how to improve innovation support for CCSI in Europe. The Main Document contains a list of general recommendations, priorities for funding, and targets. The Annex provides more specific recommendations on four main areas of interest: Technology, Collaborations and Partnerships, Trainings and Education, and Finance and Market Access.

The project was coordinated by the Börsenvereinsgruppe. For more info on the project visit the website: www.CreativeSHIFT.eu or the [LinkedIn page](#).

6. Information & Publications

6.1 Printed Communication

Due to the COVID-19 crises and the cancellation of all physical events during 2021 most of the communication material was produce in a digital format.

The annual Activity Report was newly designed for its 2020 issue and was printed environmentally friendly.

6.2 Digital Communication

Website

- Providing information for and about the European music sector.
- Members directory constantly updated.
- Subpage providing information about COVID-19 is constantly updated.
- Documentation on the EFM 2021 online

Newsletter

- Tool to inform the interested public about the ongoing activities of the EMC and the European music sector, as well as European cultural policy developments.
- The mailing list has currently 1284 recipients.

Members' News

- Information to EMC membership about internal matters, events and cultural policy updates.
- In 2021, the EMC has prioritised the sending of personalised emails to the members through the database Filemaker over the members' news.

Personalised e-mail

- Individualised emails for members only, according to their needs

IMC Music World News (fortnightly)

- eBulletin divided into six sections: Music, the art form and the artist; Music Education; Technology and Media; Music Industry; Policy, Research and Politics; the Pointy End.
- Reader's digest offering the best from the international press.
- The IMC Music World News is a success story as recipients again and again stated that this is a very interesting newsletter. Current subscribers: 7684

Social media

- Facebook, Twitter, YouTube Channel, LinkedIn and Instagram
- Via these tools, the EMC reaches out to new audiences which may not be included in the EMC mailing lists

Video

- Nine video clips have been produced from EMC events to better illustrate and document the outputs of the work:
 - A video on the webinar “European Agenda for Access to Music Education”
 - Videos from the European Forum on Music 2021:
 - Keynote on “Claiming a front row seat – the place of music in society”
 - Session on “Music and the SDGs”
 - Session on “In conversation – the working conditions of musical artists”
 - Session on “What place for music in society?”
 - Session on “Music – the new villain on the block: overcoming stigma and getting back to enjoying music”
 - Session on “Weighing out values”
 - Info session on “the EU Copyright Directive – where are we now”
 - Final closing of the conference

Podcast

The EMC has developed a podcast. Each episode will feature either a specific topic of the European music sector such as gender equality or climate change or it will showcase stakeholders from the sector across Europe to share their experiences. The format of the podcast will give the EMC visibility and distribution on new distribution platforms such as Soundcloud, Deezer, iTunes and Mixcloud, potentially bringing these topics to new audiences.

A musical intro was commissioned by EMC and composed by Moritz Eggert.

- Episode 2 was on “Music Freedom Day”, together with the music journalist and curator Monika Pasiecznik and journalist András Stumpf, Simone Dudt (EMC) talked about the importance of public spaces and support for musical diversity and expression, specifically public broadcasting and public funding and how those spaces have increasingly been limited over the last years for artists that do not follow the narratives of the government.
- Episode 3 talked about “Gender-based violence in the music sector. A conversation on Orange Day 2021”. EMC Secretary General Ruth Jakobi talks to Merlijn Poolmann (The Netherlands), Night Mayor of Groningen and Moritz Eggert (Germany), composer and professor for composition at the University of Music and Performing Arts Munich. Both men have been actively engaged in the protection of women’s safety in the music ecosystem. Both of them contribute to decrease the number of cases of gender-based violence and both have created initiatives to make a change.
- In general, the Coronavirus crisis has led to a significant increase in the EMC online communication activities with new online meeting formats for members, additional sections on the website, more social media communication and more direct communication with the members also through email. Due to fast-changing tools and needs concerning digital media, EMC constantly revises and updates its communication strategy. The EMC will continue to make sure all are implemented according to GDPR rules.

7. Project management

The project management aimed to ensure the smooth running of the operations, including administrative tasks such as financial administration, database administration and general communication. For the project management, the EMC is working with digital tools e.g. Basecamp, Lexware, Filemaker. EMC uses diverse tools for online meetings (via Zoom, Teams, Skype or ClickMeeting)

To implement the project, it is necessary to have adequately defined personnel and structures. The EMC is governed by elected Board members, which represent the members of the EMC and work on a voluntary basis. The Board acts as the steering committee of the project and defines the broad lines of actions and how to implement the strategies adopted by the membership. The Board/project steering committee meets on a

regular basis to implement the strategies decided by the Annual Meeting of members and to define new scopes of activities for the EMC. During 2021, the EMC Board was only able to meet online. At the Annual Meeting of members in June 2021, a new EMC Board and new President was elected. The Board is since then composed of 7 members and two ex officio members from the IMC.

The EMC is led by Simone Dudt and Ruth Jakobi in dual leadership. The two Secretaries General are responsible for the management of the EMC and the coordination of its activities, and all related tasks. In particular, they are responsible for the important cultural policy activity of the EMC as well as the representation of the EMC to external parties. During times of absence of one of the two, the other one leads the organisation as sole Secretary General. Additionally, the EMC networking project is supported by an Office Manager, a Communication Officer and Communication Trainee, a Policy Advisor and a Project Officer. For the preparation and post-production of the European Forum on Music 2021, the EMC was also supported by an intern for 2 months.

Experts are called upon to support the employed staff for specific tasks. Administrative and managerial tasks increased considerably with the Covid-19 – which started in 2020 and has continued into 2021. The safety and well-being of team members was and is a high priority. In addition to adapting to working conditions in home office, working with children at home at the same time as schools and day-care systems are closed, the management and guidance during the crisis was challenged by continuous updates and new laws and regulations, concerning lockdown and different re-opening strategies across Europe and within countries.

The EMC office has to a large part continued to work in home office but has slowly returned to working in the office on a rotating schedule. Jour fixes with the entire team, sometimes also with the EMC President, or exchanges in smaller groups took place several times per week through skype or zoom.

As steering committee for this project, the EMC Board regularly reviews the project activities, gives feedback on the implementation and sets impulses for the further planning. The steering committee has been actively involved in the crisis management for the project with the Secretaries General through specific online meetings. The final evaluation meeting that was planned as an in-person meeting in Brussels on 2 December had to be cancelled in the last minute, due to the Covid-19 situation in Brussels in November 2021. A meeting of the EMC Board took place, where - among other items – the results of this project have been discussed. A more detailed evaluation by the steering group had already been started and will be finalised by review of documentation and interviews along with the overall report and evaluation of this project (financial and narrative)

7.1 Evaluation and monitoring

The EMC has an internal evaluation system for each of its events, using questionnaires to receive feedback by the participants. Regular membership consultation (questionnaires, Online Lounges, Annual Meeting) guaranteed that the overall work of the EMC is constantly monitored by others.

The EMC continued to work with MusiQue (Music Quality Enhancement) of the European Association of Conservatoires (AEC) who already provided a general review for the years 2018-2020.

8. Membership Development

Due to COVID-19 members' gatherings were not possible in 2021, so the members Annual Meeting was already planned as an online format. This year was special, because of the EMC Board Members elections, which were planned already for 2020 and postponed to 2021, hoping that it would have taken place in person. Thus, on the 6 June 2021, EMC members gathered on Zoom to report on the activities throughout the project year and to meet and exchange. The EMC Board Members election was carried out through the platform Election runner, which opened the poll some weeks in advance, to give every member the chance to vote. The results were checked and finally announced live during the online Annual Meeting.

The EMC online lounges, the informal meetings within the members to provide room for exchange and give members a very direct opportunity to voice their concerns and challenges, were kept as a communication tool with the members, but unlike 2020, those happened just in special occasions:

- A lounge in February 2021 to present the SHIFT project, in which the EMC was the coordinator.
- Another lounge took place on April 2021 to inform the members on the organisation of the EMC Board elections.
- The last lounge, was in October 2021, where the MusicAIRE project was presented.

EMC staff were present at the following members events:

- REMA Early Music Summit, online, November 2020
- European Choral Association, General Assembly, online, November 2020
- NAMM International Coalition Meeting, online, January 2021
- IMZ Avant Premiere, online, February 2021
- IMZ panel discussion on challenges and opportunities of working cross-sectoral, online, June 2021
- European Choral Association, online reception, 29 September 2021
- Live DMA Forum in Tallinn, Estonia, 1 October 2021
- Meeting of the Board, European Music School Union, online 15 October 2021
- Musician Career – Education system, labor market, Czech Music Council, 1 October 2021
- AEC Congress, online, November 2021
- European Choral Association, General Assembly, Lyon/France, November 2021