Bottom-Up Approach to Cultural Capacity Building and Policy-Making in the EU Neighbourhood

**PHASE 1**
Identification and Dialogue

**PHASE 2**
Organisational development + Local Partner NGO + Funding Partners

- Local initiatives
- ECF Arts Management Training
  - Production and project management
  - Risk management in turbulent working areas
  - Organisational structures
  - Strategic management
  - Writing organisational development plans
  - Leadership in culture
  - Team building
  - Cultural heritage
  - Cultural tourism
  - Human resource management
  - Local cultural development
  - Community development
  - Cultural policy development
  - Lobbying decision-makers
  - Marketing
  - Audience development
  - Public relations
  - Technological innovation
  - International cultural cooperation
  - EU collaboration frameworks
  - Professional networks
  - Fundraising
  - Progress monitoring and self-evaluation
  - Organisational sustainability
  - Training of Trainers

**Pilot project grants**
- Alternative art initiatives
- Experimental local development actions
- Social innovation initiatives
- NGO start-up support
- Study trips

**ECF Local Partner NGO Initiative for programmes**

**ECF Working Principles**
- Transnational collaboration on equal footing
- Long-term commitment

**Bottom-up approach**
1. Establishment of reform initiatives by local stakeholders
2. Trainings for stakeholders – Resource mapping – Focus Group inquiries
3. Local needs survey – Analysis of current policies and reform gaps
4. Participative elaboration of new policy proposals and development plans
5. Local cultural policy debates – Public workshops and hearings
6. Political adoption of reformed policies by local council
8. Scaling up reform efforts from local to national policy levels

**Reflaction Group**
Co-design tailor-made programme

**Report**
Fact-Finding

**Programme Outcome**
Reinforced cultural community structures
- Skilled cultural managers
- Diversification and professionalisation of creative productions
- Collaboration across borders and international networks
- Strong and viable cultural organisations
- Expanded public profiles and support networks
- Cultural resources reinvigorate local development potential
- Powerful professional communities of new cultural practice
- Increased citizen participation and community interaction
- Increased profile of culture as local civil society player
- Position in local and national policy-making and reform
- Change-making cultural contribution to local societies

**Adaptability in turbulent environments**

**Another Europe, ECF 2015**