

## TARGET AUDIENCES

- Active Citizens
- Cultural Agents
- Cultural Activists
- Media
- Policy makers
- Philanthropists

## OUR VISION

Culture is an invaluable resource for a positive future in Europe. It's the space where we negotiate ways of living together, understand our multiple identities and make it our home

## OUR CULTURE

As a learning organisation we have an open flexible approach to achieve our mission. We like to do-it-with-others, based on mutual respect. We actively reach out to set up new strategic alliances and new models for funding. How we think and behave is developed through ongoing reflection and improvement. Diversity and equality is a key driver

## OUR MISSION

Committed to make tangible impact on civil society, citizen initiatives, public opinion and policy proposals to combat the fragmenting forces jeopardizing peace and social progress in Europe

## OUR PURPOSE

Our purpose is to nurture a socially engaged and culturally rooted civil society across Europe

## OUR VALUES

- Democracy
- Diversity
- Trust
- Solidarity
- Interdependency
- Freedom

## OUR GOALS

- Strengthening civil society and citizens' initiatives that reinvigorate our democracies, based on the values of inclusion and solidarity
- Supporting and communicating content that inspires public opinion, challenges prevailing prejudices or offers concrete alternative solutions
- Advocating concrete policy proposals recognizing culture as a resource and including civil society in policy making and decision making processes from the local to European levels
- Reflecting diversity of people and communities through everything we do and everyone work with

## OUR PERSONALITY

- Accessible
- Investigative
- Inclusive
- Innovative
- Agile



## OUR FOUNDATION

We are an independent grant making & impact driven incubator that accelerates, catalyses, connects and communicates civil society initiatives through arts and culture that rethink and build Europe as an open, inclusive and democratic space

# CONNECTED ACTION FOR EUROPE: CULTURE FOR CHANGE 2017-2020

## WHY

The first decades of the 21st century have witnessed a fragmented and polarized world that has had an increasingly divisive effect on European communities and solidarity.

Exclusionary practices have created deep divides in and between communities across Europe. Boldly rising to address this challenge and shift the tide from exclusion to inclusion are a myriad of visionaries, artists, creatives, thinkers, collectives and communities who are finding ways to make change and are offering a cultural alternative to divisiveness. This is the energy, inspiration and imagination that ECF seeks out and around which all of our work is developed.

ECF is an advocate for the change-making power of culture. Our eye is on local change-makers whose imagination fuels democracy. We are convinced that by connecting these practitioners across Europe and beyond, and through connected action with them, that we can work towards changing the conditions that have bred extreme and destructive thought and practices.



## WHAT

ECF is both a grant-maker and an operating foundation. Our actions, partnerships and network-building focus on the importance of bringing people together – across divides of all kinds and across Europe. We stand for connected action for Europe. Diversity, inclusion and equality will be a driver of all of our work.

ECF catalyses, connects and communicates the change-making actions of people in their communities. This cycle - ECF's process - pivots around the ECF Princess Margriet Awards for Culture – annual awards that celebrate stellar examples of culture for change. Through the work that we support we advocate for an enabling framework for the work to continue – to ensure a robust and engaged society. ECF builds a bridge between cultural practice and policy-making.

In everything we do we are determined to put culture and community practices at the heart of European public debate and decision-making. We amplify positive messages and ideas across a wider public and advocate for policies that ensure an environment within which they can flourish.



## HOW

To do this we need to think and act like an incubator – with change, agility, and responsiveness in our DNA. We build development time into our work, including the development of a new hybrid business model and human resource plan to effectively and sustainably resource our work. We will respond to opportunities and build partnerships with like-minded funders and practitioners. We will streamline and connect our work into a single focus pivoting around the ECF Princess Margriet Awards for Culture and incorporating a variety of complementary tools (grants, online and offline platforms, events publications and projects) that reflect our hybridity.

Effective advocacy requires critical mass, media attention and active engagement. For this reason we will bundle and develop our offline and online connecting activities over several days around the annual ECF Princess Margriet Awards for Culture ceremony – facilitating a platform for intense and focused connected action.

Our aim is to ensure that this platform is keenly anticipated by participants - thought leaders in the worlds of culture, politics, economics and business, policy-makers and a wider public.

ECF has claimed 9 May – Europe Day – for the celebration in the Netherlands of the ECF Princess Margriet Awards for Culture - looking to celebrate Europe when many others are not. The connected action platform will be built around Europe Day. For example, on 10 May 2017 we will convene a policy and practice encounter (Peace through Culture, moderated by ECF's President in the Peace Palace, The Hague) which will gather our laureates, grass roots examples from our network across Europe and the Netherlands with policy makers who are seeking tangible and practical solutions to the shared challenge of fragmentation and disintegrating solidarity.

In the year between the annual connected action platform our grant-making, award selection, partnerships and advocacy will build towards the platform in the following year – inspired by and within a theme that has been set in direct response to what is happening on the ground across Europe.

## OUR PROCESS

- ▶ We will annually set a specific target - a theme for our connected action. The criteria of our awards, grants, partnerships, actions will be headed in the same direction and guide our advocacy agenda. We communicate one story – at multiple levels – whether it is through a travel grant for a few hundred euro, or an R+D grant for a few thousand, or the annual laureates of the ECF Princess Margriet Awards for Culture.
- ▶ We catalyse: seeding and supporting local change through open grant schemes. We are committed to working with philanthropic partners to design and implement alternative and participatory grant-making processes.
- ▶ We connect and convene change-makers: facilitating collective action for Europe.
- ▶ We communicate: keeping culture at the heart of European public debate and decision-making through awards, celebration, advocacy actions.
- ▶ We consolidate: evaluating, learning from our experiences, developing and building on our achievements.



## RESULTS (OUTCOMES 2020)

- ECF Princess Margriet Award for Culture recognized as THE European award for culture for change
- A much anticipated and high profile annual platform for connected (cultural) action for Europe
- Inspiring practices of living together in greater solidarity are enabled and visible
- A connected, engaged and well-informed online and offline civil society community of cultural change-makers across Europe
- Wider recognition of culture as a resource in combatting fragmentation embedded in policy-making agendas at local, national and European levels
- ECF as a recognized thought leader in the Netherlands and across Europe
- Diversity and equality targets achieved in all areas
- Strong philanthropic partnerships with civil society actors
- A hybrid and sustainable business model
- A dynamic collaboration between ECF and long-time partner Prince Bernhard Cultuurfonds

## TOWARDS A NEW BUSINESS MODEL

In pursuing our ambition and commitment to being a foundation fit for the 21st century, we will establish a mixed income and sustainable model, ready to grow over the following years. Our organization and our way of working will change and evolve accordingly, addressing other sources of income that complement and amplify our existing and expected lottery income and return on investment. Our model will include optimized, more long-term philanthropic partnerships; business tools for service provision; private and/or public partnerships and experimental or alternate tools like crowd- and match-funding. This mixed model of diverse sources of income reflects our hybrid identity of being an impact-driven foundation that combines grant-making with programme and advocacy work.

