



**EUROPEAN COMMISSION**  
Directorate-General for Education, Youth, Sport and Culture  
Culture and Creativity  
**Creative Europe**

Brussels,  
EAC/D.2 Ares(2019)

Maria Philippi  
Chief Executive Officer  
[Maria.philippi@eleusis2021.eu](mailto:Maria.philippi@eleusis2021.eu)  
(by email only)

Dear Ms Philippi,

As you know, the Decision establishing the European Capital of Culture Action (Decision 445/2014/EU) lays down a monitoring phase between the designation of a city as a European Capital of Culture and the start of the ECOC year.

The European Commission is in charge of the monitoring process, which is carried out by the ECOC Expert panel, whose members are appointed by the European Union institutions.

This panel monitors the implementation of the ECOC and provides support and guidance. The panel's role is also to check that commitments made at selection in the bid-book are fulfilled; that the core criteria of the ECOC Action are met and that your ECOC is under effective management.

It meets with the ECOC on three occasions:

- You already attended the first monitoring, which took place in Brussels on 10 October 2017. The Monitoring Report resulting from the meeting is published in the ECOC's website<sup>1</sup>.
- I inform you that the second monitoring meeting will take place in Timisoara **on 4 June 2019**.
- The final monitoring meeting will take place two months before the year of the title (autumn 2020). After this meeting, the panel will recommend whether the European Commission should pay the Melina Mercouri prize. Please note that the payment of the prize is by no way automatic. If the Commission decides to give you the prize, the payment will be made by the end of March 2021.

---

<sup>1</sup> [https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/files/ecoc2021-elefsina-monitoring\\_en.pdf](https://ec.europa.eu/programmes/creative-europe/sites/creative-europe/files/files/ecoc2021-elefsina-monitoring_en.pdf)

In advance of these meetings, cities are invited to submit a progress report to the European Commission. The report for the second monitoring meeting should be submitted to the Commission at the latest on 6 May 2019. It should not be longer than 25 pages. You may include as annexes the Budget overview (XL file) and other annexes if needed. The final document you will send us will be one PDF file.

The objective of these reports is to give an update about the achievements you have made and the difficulties you have encountered since the previous meeting with the panel (the previous formal monitoring meeting) as well as to present your plans and key milestones for the future. In your reports, you will also explain to what extent and how you have taken into account the issues raised and recommendations made by the panel in its last formal monitoring report and the letter that followed the city visit of July 2018.

The report falls into six sections: strategy; programme; capacity to deliver; outreach; management; and milestones (plans for 2019-2020):

- A. **Long-Term Strategy:** Please give an update on how the ECOC project is contributing to the cultural strategy of your city, the impact that the preparation of the year may already have, as well as the plans for monitoring delivery against objectives and evaluating the impact of the title in the city, including the establishment of a baseline for comparison and the use of big data.
- B. **Programme:** This will be the main focus of the monitoring at this stage, along with the financing part (in section E). The panel will be interested to learn about the status of preparation of the programme, the main highlights to attract visitors, and how the programme will meet the "European dimension" and "Cultural and artistic content" criteria (as described in Article 5 of Decision 445/2014/EU).

The report should contain a list of all projects included in the bid-book and their current status, specifying the projects that will not be carried out, the reasons for withdrawal and possible alternatives, where these exist, and how this impacts your application as assessed at selection stage. This list should indicate for each project that is included in the final programme a short description, its relevance in terms of European dimension and connection with the overall vision and themes of the cultural programme, as well as its level of development (in phase of implementation, contracted, or just planned), its timetable, its budget, and the partners involved.

In particular, explain how your ECOC programme does:

- promote cultural diversity in Europe, intercultural dialogue and greater mutual understanding;
- highlight the common aspects of European cultures, heritage and history, as well as European integration and current European themes;
- feature European artists, cooperation with operators or cities in different countries including cities holding the title;

- involve local artists and cultural organisations in the conception and implementation of the cultural programme;
- combine local cultural heritage and traditional art forms with new, innovative and experimental cultural expressions;
- ensure a wide range and diversity of activities and their overall artistic quality.

In this section, you can also describe the activities carried out so far.

- C. **Capacity to deliver:** Please confirm that the ECOC continues having broad and strong political support and a sustainable commitment from the local, regional and national authorities. Describe the status of advancement of any necessary infrastructure for the delivery of the year.
- D. **Outreach:** Please explain how the local population and the civil society are being involved in the preparation and implementation of the year, including specific actions towards young people, minorities, persons with disabilities, the elderly or other groups that might be disadvantaged in accessing culture. Describe your plans for audience development and the link with education and participation of schools.
- E. **Management:** Outline the current situation of the governance, management and administrative structures of the ECOC and highlight any changes since the first monitoring.

This would include:

- Change in the legal structure and status of the ECOC delivery body; the structure, composition and working of the Board; the relationship between the Board and the ECOC executive team; the relationship between the delivery body (Board and executive team) and the various territorial levels of government and public administration;
  - The staffing of the ECOC's delivery body; changes at senior staff level (if appropriate with brief CVs) and responsibilities; the current staffing plan;
  - Your current financial projections (please use the tables in the file attached, they follow the ones in the bid-book: Expenditure should be detailed in the first sheet, and Income in the second sheet); and indicate how firmly committed funding is; your plans for private sector funding and your audit arrangements;
  - Your plans and current perspectives of use of European Union funding, including (but not limited to) ERDF and ESF;
  - Your marketing and communication strategy as well as the current media and public reaction to the ECOC.
- F. **Milestones:** Your key milestones in 2019-2020, which may include programme activity, marketing, evaluation, sponsorship etc.

<b>Income to cover operating expenditures</b>	<i>Bidbook</i>		<i>Current situation</i>	
	in millions €	in %	in millions €	in %
<i>City</i>				
<i>National Government</i>				
<i>Region</i>				
<i>EU (with exception of Melina Mercouri Prize)</i>				
<i>Private</i>				
<i>Total</i>				

<b>Operating expenditures</b>	<i>Programme</i>		<i>Promotion</i>		<i>Administration</i>		<i>Others</i>		<i>Total</i>	
	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %	in m. €	in %
<i>Bidbook</i>										
<i>Current situation</i>										

Describe your current plans to monitor and evaluate your ECOC Year. Present as well your contingency planning.

Describe your strategy in the field of communication.

Gérald Colleaux  
Programme Manager  
(signed)

## **A. Recommendation from the first monitoring meeting**

**Recommendation 1:** A strategy on how the Board should operate and its composition should be revised. The panel would like to suggest considering that diversity of expertise as well as affiliations, notably including members from outside of Elefsina and internationally, would be of added value. The full independence of the implementation team as well as easy and clear decision-making procedures should be guaranteed. The Board's function should quickly move on from *executive to strategic* at this point.

**Recommendation 2:** The panel urges the city alongside with the Government, to find the most appropriate solution for the organisation legal operational framework *not later than the end of the year*. This solution should recognise the special features and needs of the implementation of an ECOC project that requires fast decision-making and procurement processes; as well as capacity to recruit specific expertise.

**Recommendation 3:** A detailed staffing plan for the whole project should be ready to be taken into consideration within negotiations with the Government to make sure it will be compliant with the new governance solution. Furthermore, it would also be relevant to devise an organisational chart describing roles and relationships among all bodies and staff members planned that will serve as a management tool for the development of human resources.

**Recommendation 4:** The panel insists that the definition of the ECOC evaluation indicators should be well tuned with the city impact objectives to account for the transformation expected in the city, beyond the ECOC year.

**Recommendation 5:** The panel also believes that it is important to apply multiple research techniques (both qualitative and quantitative) as well as include in research diverse expertise, notably cultural policy experts. In this sense, collaboration between the University of Athens and other Universities with other expertise – including in quantitative data is advised. The suggestion of involving local researchers (as mentioned by the team), is therefore, advised.

**Recommendation 6:** A strategy to attract and integrate smaller companies and businesses as sponsors as well as negotiate media partnerships should be developed so that the ECOC could benefit more funding and communication wise and the same time strengthening local involvement and the sense of co-ownership.

**Recommendation 7:** Within the cooperation with the city of Bremen, the Goethe institute should be approached swiftly as these national cultural institutes might define specific budgets for these events – yet it needs to be planned much in advance.

**Recommendation 8:** Keep track on European dimension of the projects, making sure there are enough resources to bring international artists and partners planned. Focus on the bid book projects and related audience engagement and outreach.

**Recommendation 9:** Proceed with baseline mapping research of the culture and creative stakeholders in the region so to devise the programme plans for the industrial sites and clarify accordingly staffing needs.

**Recommendation 10:** Proceed with definition of plan B venues for the cultural programme in case obstacles regarding ownership and urban legislation are not solved within adequate timeframe.

**Recommendation 11:** A detailed communication plan for the whole project needs to be put in place and start to be implemented. The original concept and process of EUphoria should be translated into clear messages capable of attracting national and international visitors. The team needs to integrate as soon as possible communication and marketing Director and specialists.

**Recommendation 12:** Special focus and attention should be given to pursue the overall long-term cultural strategy of the municipality so that the ECOC legacy is smoothly planned and ensured. The work already done with other 2021 ECOCs could also be potentiated to develop into a common plan for legacy activities.

### Recommendations from the city visit – July 2018

- An official representative of the Western Attica region should be sought to be integrated in the Board;
- The Board should now concentrate on interacting with the national Government, networking and developing strategic partnerships, notably in view of fundraising, overall control of the major operations and strategic discussion for the legacy of Eleusis 2021. It should leave the daily management and implementation of the artistic and cultural programme to the executive team.
- The Board decision-making process and working procedures should be formalised to ensure transparency and clarification on the roles, functions, responsibilities and relationships among the diverse entities represented. A clear privacy and ethics policy code for all the Board discussions should be defined and approved.
- The law should be reviewed to remove the double function of the CEO as also a member of the Board and/or in the meanwhile include ad-hoc working procedures to ensure the specificities of having the CEO within the Board.
- Consider the ECOC as a multi-layered large-scale project to which all the exemptions usually granted to artistic projects should apply, regardless of the type of activity/project pursued;
- Introduce the necessary changes in the national and municipal regulatory frameworks as well as in the Company statutes to allow flexibility and adapted conditions for Eleusis 2021 to operate, such as: capacity to hire more staff (to the minimum total of 40 members planned); ensure the CEO autonomy to approve projects and transactions, notably up to 20,000 EUR; enable commercialisation, provision of services and sponsorship; allow the involvement of volunteers in the ECOC programme implementation; make smaller scale renovation permissions easier; as well as facilitate the making of project contracts, including to eliminate the required financial guarantee imposed to all promoters.

- The municipality of Elefsina should consider nominating a Deputy Mayor in charge of Culture to ensure the implementation of the city's cultural strategy and the articulation with the Eleusis 2021 team for ECOC operations as well as for the legacy prospects.
- Final decisions need to be taken until early autumn 2018 at the latest on the feasibility of using the two main infra-structures planned for the ECOC programme implementation. Accordingly, building works need to be started and proceed fast – if not, feasible and secured plan B's need to be put into place;
- Urban masterplans of the planned interventions regarding the surrounding public space need to be completed as soon as possible to orientate the works and future legacy as well as to give stronger basis to the sponsorship plans. Moreover, it is crucial that the City nominates a representative to liaise and coordinate the works alongside the Eleusis 2021 team;
- The Eleusis 2021 headquarters are already at this moment too limited for the current number of staff members. Thus something has to be made in order to increase the working space in the old railway station (or any other alternative location) in view of the expected increase in staff. The prospects to use the former town hall building for the ECOC at a later stage should be decided soon and the necessary works should start;
- The accessibility to Elefsina during the ECOC year should be improved. Mobility plans should be considered at regional level to ensure frequent, regular and direct connections to and from Athens as well as to and from the international airport;
- Legacy discussions regarding the infra-structures should also be continued, including the development of feasibility and business model plans to ensure that teams and programmes may be in place after the ECOC.
- Clarify and integrate the neighbouring cities of the Western Attica region in the programme notably in the cultural and creative industries strategy efforts;
- Ease and settle the legal procedures so that contracts can be made and the team moves on from planning to production.
- Ensure that the independence of the artistic team and the ECOC programme is secured.
- Prepare specific audience development strategy and plans that include: 1/ clear audience development and engagement aims 2/ capacity building for the art sector and the ECOC team; 3/ artistic, educational and communicational components;
- Clarify the status of volunteers and the possibility of implementing the city charter instead of the national regulations for the case of the ECOC in order to proceed to recruitment and preparation.
- The hiring of further staff should continue at fast pace to fulfil the 20 posts. All relevant authorities should continue studying all possibilities, including

adaptations of law, to help the team to reach the planned 40 members. The delays in recruiting provoke delays in planning and implementation at several levels. As already said above, the facilities of the team should follow the increase in the staffing;

- A detailed staffing and human resources plan is needed to clarify the gaps and needs as well as to serve as a basis for discussion with the Government for the necessary changes in the regulatory frameworks to be pursued.
- The role of the 100 expected front-line personnel needs to be clarified;
- We would like to stress the need to recruit the financial and communications directors very soon in order to free the CEO from time-consuming financial coordination functions, considering the complexity of the public procurement procedures, as well as to proceed with the due communication plans.
- Counting on the fast integration of the new financial and communication directors, move on with further development and implementation of fundraising strategy as well as with making contracts with planned sponsors.
- Once the new communications director is hired, proceed with the development of a comprehensive strategy and its implementation, notably moving on with due negotiations and contracts with media partners and main sponsors;
- Find a clear message for the programme and work on the identification of the target audiences that will be interested in this specific offer as it reflects transforming Elefsina into a new cultural destination for national and international tourists and visitors, including audiences from Athens;
- Make the necessary liaisons to the regional tourism board and Ministry of Tourism as well as the Ministry of Foreign Affairs, in order to get the necessary support for international outreach (including the Greek diaspora);
- Clarify the use of the logo and name of the ECOC Eleusis 2021. It is not clear for the general public, most especially outside of Greece, when to refer to Eleusis or Elefsina.

