

FEDORA Platform Member Agreement – Year 1

**FEDORA Platform Member Agreement - Year 1**

This Platform Member Agreement (hereinafter referred to as the «Agreement») is concluded between:

**FEDORA – The European Circle of Philanthropists of Opera and Ballet**, non-profit organization, based on the laws of 1901, based at 8, rue Scribe, 75009 Paris (9<sup>ème</sup>), France, with the association registration number SIRET 808 924 708 00015 and NAF 9499Z, represented by its President, Mr Jérôme-François ZIESENISS,

hereinafter referred to as the “Coordinator”

on the one part,

and

**Platform Member Name:** Národní divadlo Brno, p ísp ková organizace

**Official legal status or form:** Public Body

**Official registration No:** 00094820

**VAT number (if applicable):**CZ00094820

**Official address in full:** Dvo ákova 11, 657 70 Brno, Czech Republic

Represented by

**Ms or Mr:** Mr.

**Name:** Martin

**Surname:** Glaser

**Function:** Director

hereinafter referred to as the “Platform Member”

on the other part.

## FEDORA Platform Member Agreement – Year 1

### **PREAMBLE**

The Coordinator is responsible for implementing the new FEDORA Platform, co-funded by the Creative Europe Programme of the European Union.

### **Objectives of the FEDORA Platform**

The European FEDORA Platform acts as a European-wide hub ([www.fedora-platform.com](http://www.fedora-platform.com)) and quality label standing for the renewal and transformation of opera and ballet to contribute to a sustainable and inclusive society and build resilience in Europe. The Platform promotes innovative and sustainable opera, dance, education and digital projects, created by emerging artists from diverse disciplines, appealing to a younger and diverse audience. By harnessing the digital shift, the European FEDORA Platform develops in collaboration with all Platform Members and Partners an advocacy campaign highlighting the important contribution the performing arts have towards building a sustainable and inclusive future.

Since 2017, thanks to the co-funding of the Creative Europe programme of the European Union this European initiative has been leading the way in advocating new complementary funding models for the performing arts, by creating a sustainable eco-system between the cultural and economic sector, and by setting up the structural, social and economic conditions, necessary to guarantee the future of the cultural heritage of opera and ballet in Europe.

The new European Platform that will mainly operate the “FEDORA Prizes Biennale” and the new “Next Stage” Initiative in collaboration with Opera Europa, will build on FEDORA’s previous efforts to promote emerging artists and create a sustainable environment for them to drive innovation and holistic sustainability and inclusion on and beyond the stage.

### **Definition of emerging artists**

The Platform Member agrees to the following definition of emerging artists:

- FEDORA recognizes emerging artists as those who show significant potential in their area, yet are under-recognized (showing some evidence of professional achievement but not a substantial record of accomplishment).
- Artists might have varying backgrounds and different starting points in their careers therefore FEDORA does not limit the definition by age or background.
- FEDORA embraces the artists of today around the world regardless of their age, country of origin, gender or religion.
- FEDORA acknowledges emerging creators that are innovative in their approach to creation and production, and who are taking risks and embracing challenges.

### **Role and selection of emerging artists**

- FEDORA Prizes Biennale
  - Emerging artists are part of project applications that can apply for funding within the FEDORA Prizes Biennale competition (opera, dance, education and digital prize categories)
  - FEDORA Artists Series (video interviews with emerging artists who are nominees or winners of the FEDORA Prizes)
  - Artist Page on the FEDORA Platform showcasing their talent and biography

## FEDORA Platform Member Agreement – Year 1

- Next Stage
  - Emerging artists are part of the local Roadshows and advocacy campaigns organized by Platform Members. Each Platform Member has to dedicate at least one emerging artist per activity advocating for sustainability, inclusiveness and digital transformation through their organisation.
  - Artist Page on the FEDORA Platform showcasing their talent and biography

### **Selection criteria of Platform Members**

In order to implement this Platform, the Coordinator, in its full discretion, chose specific platform members (such as the Platform Member), who share the same values and general objectives, while meeting the selection criteria initially set-up by FEDORA in order to be eligible to be part of the Platform project:

- The organisation must have at least 2 years of existence and an activity in the field of opera and/or dance;
- The organisation needs to be an existing member of the FEDORA association;
- The organisation must foster the transnational mobility and the visibility of European creators and artists, in particular emerging ones and those lacking international exposure;
- The organisation must stimulate and develop a genuine Europe-wide programming of cultural and artistic activities with the view of facilitating access to non-national European cultural and art works; encouraging and facilitating co-productions, international touring, streaming, events, exhibitions and festivals;
- The organisation must have a strategic approach towards sustainability, inclusion and digital transformation with the ambition to implement concrete initiatives in at least one of these three areas over the upcoming years;
- The organisation must commit to the implementation of a communication and branding strategy, including, the development of the FEDORA Platform's European quality label;
- The organisation must actively develop and build new audiences in particular young audiences;
- The organisation must contribute to the development of educational and awareness-raising activities and of new business models, including the use of innovative distribution models in order to increase the visibility and audience for European culture and artistic creation.

The Platform Member fulfils these criteria, which is why the Platform Member has been selected to join the FEDORA Platform application for the first year of the project.

## **GENERAL CONDITIONS**

### **1. General obligations of the Platform Member**

The Platform Member shall:

- a) Respect the common general objectives that form the basis for the established partnership, as mentioned in the Preamble and in the Action Plan set out in Appendix 1 and 2, and endeavour to achieve in practice those objectives in each action for which a specific grant is awarded.
- b) Maintain relations of mutual cooperation and regular and transparent exchanges of information with the Coordinator on the implementation and the follow-up to implementation of the Action Plan set out in Appendix 1 and 2 and of any specific grant awarded by the Coordinator under the Agreement as well as on other matters of common interest related to this agreement;
- c) Be responsible for complying with any legal obligations incumbent on the agreement;
- d) Be responsible for carrying out the actions, for which specific grants were awarded, in accordance with the terms and conditions of the Agreement;

## FEDORA Platform Member Agreement – Year 1

- e) Inform the Coordinator immediately of any changes in the legal, financial, technical, organisational or ownership situation of itself or its affiliated entities related to the agreement and of any change in the name, address or legal representative of itself or its affiliated entities;
- f) Inform the Coordinator immediately of any change likely to affect or delay the implementation of an action, for which a specific grant was awarded, of which the Platform Member is aware;
- g) Contribute to the reporting obligations of the FEDORA Platform to the European Union and within this frame participate in FEDORA's quantitative and qualitative monitoring practices once a year;
- h) Grant the Coordinator and/or the European Union the rights of use of industrial or intellectual property rights for the provided content and reporting material for the whole duration of the project.

### **2. Liability for damages**

**2.1** The Coordinator shall not be held liable for any damage caused or sustained by the Platform Member, including any damage caused to third parties as a consequence of or during the implementation of an action (including any success or result of an action as defined in Appendix 1 and 2). The Coordinator shall not be held liable for the use by the Platform Member of the Platform, its content and provides the platform "as is" without further warranty.

**2.2.** Except in cases of force majeure, the Platform Member shall be held liable and compensate fully the Coordinator for any damage sustained by it as a result of the implementation of an action or because an action was not implemented or implemented poorly, partially or lately. The Platform Member shall be held liable and indemnify the Coordinator against any claim or action raised by a third party due to the Platform Member infringement of intellectual property rights regarding the content reporting materials or results provided to the Coordinator or the Union.

**2.3.** Both Parties cannot exclude their liability for (i) personal injury, death, or any tort liability claims, (ii) fraud, wilful misconduct, or gross negligence in accordance with the applicable laws.

### **3. Processing of personal data**

#### **3.1 Processing of personal data by the Coordinator**

Any personal data included in the Agreement shall be processed by the Coordinator as data controller pursuant to the provisions of EU Regulation 2016/679 General Data Protection Regulation ("GDPR") and the rights of data subjects under the GDPR.

The Coordinator processes Platform Member data under contract necessity and legitimate interest, as a legal basis for processing as described in Article 6 of GDPR.

Such data shall be processed by the Coordinator solely for the purposes of the implementation, management and monitoring of the Agreement, without prejudice to possible transmission to the bodies charged with the monitoring or inspection tasks in application of Union law.

The Coordinator will collect personal data (contact name details, email, telephone number, etc.) for the purposes defined above.

All persons whose data are processed by the Coordinator have the right of access, rectification and erasure of their data, as well as the right to portability of the data which they provided, subject to the conditions concerning the exercise of these rights set out by the GDPR.

All persons also have the right to request restriction of processing of data concerning them, and to object to direct marketing or marketing-related profiling. In some cases, on grounds relating to their particular situation, they have also the right to object to processing of data concerning them, including

## FEDORA Platform Member Agreement – Year 1

profiling. As per the French Data Protection Act ("*loi Informatique et Libertés*") all persons can define the fate of their personal data *post mortem*.

To exercise these rights and for any request, please send an e-mail to the Coordinator, at the following address: [information@fedora-circle.com](mailto:information@fedora-circle.com).

All persons also have the right to lodge a complaint with the competent data protection authority (in France: the CNIL) if they consider that their data are processed in a way which does not comply with GDPR.

### **3.2 Processing of personal data by the Platform Member**

As data controller, the Platform Member must process personal data of its personnel under the Agreement pursuant to the provisions of EU Regulation 2016/679 General Data Protection Regulation ("GDPR") and the rights of data subjects under the GDPR.

The Platform Member shall provide prior information to the individuals regarding the data processing by Coordinator under this Agreement pursuant to GDPR. The Platform Member shall immediately inform the Coordinator of any data subjects' exercise of rights.

The Platform Member may grant its personnel access only to data that is strictly necessary for implementing, managing and monitoring the Agreement.

The Platform Member must adopt appropriate technical and organisational security measures having regard to the risks inherent in the processing and to the nature of the personal data concerned. This is in order to:

- a) Prevent any unauthorized person from gaining access to computer systems processing personal data, and especially,
  1. Unauthorized reading, copying, alteration or removal of storage media;
  2. Unauthorized data input as well as any unauthorized disclosure, alteration or erasure of stored personal data;
  3. Unauthorized use of data processing systems by means of data transmission facilities;
- b) Ensure that authorized users of a data processing system can access only the personal data to which their access right refers;
- c) Record which personal data have been communicated, when and to whom;
- d) Ensure that personal data processed on behalf of third parties can be processed only in the manner prescribed by the Coordinator;
- e) Ensure that, during communication of personal data and transport of storage media, the data cannot be read, copied or erased without authorisation;
- f) Design their organisation structure in such a way that it meets data protection requirements.

## **ARTICLE 1 – SUBJECT MATTER OF THIS AGREEMENT**

The Agreement is signed between the Coordinator and the Platform Member.

The Coordinator has decided to award a maximum grant of €7,000 ("Platform grant for an action"), under the terms and conditions set out in this Agreement, to the Platform Member for the actions as described in the Action Plan (see Appendix 2, the "Actions") and while meeting the requirements as defined in article 4.

With the signature of the Agreement, the Platform Member accepts to implement the Actions in accordance with the terms and conditions of this Agreement, acting on its own responsibility and in accordance with the requirements set out in article 4.

## FEDORA Platform Member Agreement – Year 1

### **ARTICLE 2 – ENTRY INTO FORCE OF THIS AGREEMENT AND DURATION**

**2.1** This Agreement shall enter into force on the date on which the last party signs and is subject to the following condition precedents:

- The Coordinator must have been selected by the Creative Europe Programme of the European Union (hereinafter referred to as the “Union”) as a beneficiary in the Creative Europe Programme;

**2.2** The action shall run as of 01/10/2021 (“the starting date of year 1 of the FEDORA Platform”) and shall end on 30/09/2022 (“the end date of year 1 of the FEDORA Platform”).

### **ARTICLE 3 – FINANCIAL SUPPORT**

**3.1** The financial support shall take the form of a global invoice based on a flat-rate. The Platform member shall submit to the Coordinator a properly executed invoice for the maximum amount of €7,000 as Platform grant for action. The payment of the invoice is due 30 days after the Platform Member has submitted to the Coordinator requested proofs reasonably satisfactory to the Coordinator of the implementation of and participation in the work package “Individual Work Package for financial support of Platform Member” (see Appendix 2) of the Action Plan of year 1 of the FEDORA Platform Project.

**3.2** The flat-rate of the costs of the action (“reimbursement of eligible costs”) are financed by the Coordinator using the following procedure:

- Participation possibility in custom-made capacity-building training programme for emerging artists offered by the FEDORA Platform in collaboration with Expert Partners (free participation)
- Flat-rate contribution: Applicable for participation costs for representatives of the Platform Member to attend the “Next Stage” Capacity Building Forums organized in collaboration with Opera Europa as part of the work package 6 (see appendix 2)
- Flat-rate contribution: Applicable for the organisation of the Platform Member physical Roadshow or Visibility & Awareness campaigns that involve emerging artists as part of the work package 4 (see appendix 2)

### **ARTICLE 4 – FLAT-RATE CALCULATION SCHEME AND REQUIRED PROOFS FOR PAYMENT**

#### **Flat-rate calculation scheme and required proofs**

The Platform Member is to be reimbursed for the participation in work package “Individual Work Package for financial support of Platform Member” of the FEDORA Platform, based on the following flat-rate contribution defined by the Coordinator.

#### **4.1. CAPACITY BUILDING: Professional development of Emerging Artists and Creatives in Sustainability, Equality and Digital Transformation**

- **Objective:** Professional development of emerging artists and creatives to learn more about Sustainability, Equality and Digital Transformation to build awareness around the importance of these topics when creating and implementing their artistic creations.
- **Format:** Online trainings offered by FEDORA and delivered in collaboration with expert partners around sustainability, equality and digital transformation

## FEDORA Platform Member Agreement – Year 1

- **Dates:** To be defined
- **Participation of emerging artists and creatives:** Platform Members select one emerging artist or creative as a representative of their organisation per **online training programme offered for free** by FEDORA and delivered by expert partners.
- **The Platform Member can select among their pool of emerging artists and creatives candidates following this criteria:**
  - Artists and creatives who show significant potential in their area, yet are under-recognized (showing some evidence of professional achievement but not a substantial record of accomplishment).
  - Artists and creatives might have varying backgrounds and different starting points in their careers therefore the definition is not limited by age or background.
  - Artists and creatives of today around the world regardless of their country of origin, gender or religion.
  - Emerging creators who are innovative in their approach to creation and production, and who are taking risks and embracing challenges.
  - Artists and creatives who are interested in broadening their horizon and wish to build skills in the areas of sustainability, equality and digital transformation to innovate and develop their way of working and creating
- **Professions:** e.g. stage directors, set designers, choreographers, composers, video artists, costume designers, creative project managers, etc.
- **Condition for participation:** CV or portfolio of the emerging artist or creative to be shared by Platform Member with FEDORA who has the permission to forward this to the expert partners delivering the classes
- **Monitoring:** Participating emerging artists and creatives commit to filling out a questionnaire at the end of the attended classes

### **4.2. CAPACITY BUILDING: In-person or online Next Stage Capacity Building Forums organized by FEDORA in collaboration with Opera Europa (B2B)** (see description in work package presented in Appendix 2)

**Objective:** Capacity Building for opera and dance organisations to learn more about Sustainability, Equality and Digital Transformation in the performing arts sector and share best practices with other European countries.

**Format:** Online or in-person forums (location to be confirmed)

**Dates:**

Autumn Online Sessions 2021

- November 29th, 2021 - Sustainability Online Session
- December 6th, 2021 - Equality Online Session
- December 13th, 2021 - Digital Transformation Online Session

Spring in-person Sessions 2022

- Spring 2022 (dates to be confirmed and subject to applicable pandemic restrictions, if any)

#### **4.2.1. Autumn Online Sessions 2021**

**Flat-rate allocation: Maximum of €300 for participation in at least one of the three online sessions in November and December 2021**

The Platform Member can get reimbursed for their participation in the “Next Stage” Capacity Building online sessions if it provides the following proof(s):

- Opera Europa event registration list of Opera Europa for at least one Platform Member representative attending at least one online session in November or December 2021

## FEDORA Platform Member Agreement – Year 1

### 4.2.2. Spring in-person Sessions 2022

**Flat-rate allocation for in-person participation: Maximum of €900 for the Platform Member's participation in the Next Stage Forum in spring 2021 (€300 per participant for up to three participants)**

The Platform Member may request reimbursement for forum participation for up to three representatives of the Platform Member for their participation in the "Next Stage" Capacity Building physical Forum if it provides the following proof(s):

- Opera Europa event registration list for the forum in Spring 2022

In case of a hybrid event due to travel or sanitary restrictions (e.g. the event is hosted physically but participants have the option to follow the conference online) the reimbursement policy of 4.2.1. applies for those participating online, but in any event the maximum amount for Platform Members will be kept at 900€.

### 4.3 LOCAL PHYSICAL ROADSHOWS OR ONLINE "VISIBILITY & AWARENESS CAMPAIGNS"

The Platform Member can either organize a local physical roadshow and receive up to €5,800 flat-rate support or can create an online "Visibility & Awareness Campaigns" and receive up-to €5,800 flat-rate support.

#### **Objective and format of the local physical roadshow**

The Platform Member can organise an in-person event or use their existing in-person events in spring and summer 2022 to inform their local audiences about the Platform Member's sustainable, inclusive and digital transformation initiatives as well as innovative artistic projects or emerging artists.

#### **Artistic fees**

The Platform Member will receive a flat-rate contribution of €2,300, if at least one emerging artist is involved.

The following proofs must be provided:

- Artistic team invoice or photograph or video extract of the performance of at least one emerging artist

#### **Guest attendance**

The Platform Member will receive

- €500, if less than 100 guests attend
- €1,000, if 100 or more guests attend

The following proof must be provided:

- Confirmation email from Platform Member stating the confirmed number of attendees or list of attendees after the event

#### **Photos**

The Platform Member will receive €1,000, if photos of the Roadshow event are taken and provided to FEDORA along with the copyrights.

The following proof must be provided:

- Photos (a minimum of 5 photos needs to be provided)



## FEDORA Platform Member Agreement – Year 1

### **Video**

The Platform Member will receive €1,500, if the Roadshow event is filmed and an image video of the event is created that includes the featuring of the FEDORA Platform and Creative Europe logos and is provided to FEDORA along with the copyrights.

The following proof must be provided:

- Final video of min 30 seconds including the featuring of the FEDORA Platform and Creative Europe logos

### **Objectives of the Online “Visibility & Awareness Campaigns”**

The Platform Member can organise a Visibility & Awareness Campaign to showcase how the organisation is proactively driving sustainability, inclusivity and digital transformation with its different stakeholders while especially involving emerging artists as ambassadors of this change.

### **Timeframe**

The Platform Member will receive €5,800 flat-rate contribution for audio-visual content publications in the period between spring and summer 2022:

### **Example communication channels and content format:**

- Video interviews with artistic or technical or management team
- Online meetings in form of webinars with artistic or technical or management team
- Testimonies of emerging artists
- Making-ofs, backstage videos or documentaries
- Online master classes
- Online education content
- Performances by and or for people with special needs
- Podcasts
- Trailers
- Online virtual tours
- Gaming content (social media, advent calendars, etc.)

### **Requirements**

- For one executed activity out of the above mentioned format list and when the Platform Member provides all of the following proofs it will receive a €5,800 flat-rate contribution
  - Topic must be related to sustainability, equality or digital transformation
  - Proof of the involvement of at least one emerging artist (required proof: photo or video of artist's involvement or artist's name is mentioned in the credits of the created content)
  - Screenshot(s) of the featuring the logos of the FEDORA Platform (see appendix 3) and of the Creative Europe programme of the European Union (see appendix 3) in relation to this online audio/visual content
  - A short written activity description in English (max. 300 characters) that illustrates how emerging artists are involved in the activity that FEDORA and its partners can use in communications

### **4.4 Possibility of transfer of reimbursement for activities**

Should the Platform Member not participate in the activities mentioned in 4.1, 4.2 and 4.3 or doesn't provide valid proofs that are mentioned above, the Coordinator reserves the right to attribute the available budget to other costs center of the Platform project.

## FEDORA Platform Member Agreement – Year 1

### **4.5 Eligible documents for flat-rate reimbursement**

The Platform Member must send FEDORA an overall invoice (PDF document addressed to FEDORA, Palais Garnier, 8, rue Scribe, 75009 Paris, France), stating the flat-rate reimbursement amount for each activity, validated previously by the Coordinator according to the fulfilment of the requirements stated in 4.1, 4.2 and 4.3.

### **4.6 Identifiability and verifiability of the amounts declared**

If requested to do so in the context of the checks or audits, the Platform Member must be able to provide adequate supporting documents to prove the costs declared, such as contracts, invoices and accounting records. In addition, the partner's usual accounting and internal control procedures must permit direct reconciliation of the amounts declared with the amounts recorded in its accounting statements as well as with the amounts indicated in the supporting documents.

## **ARTICLE 5 – ADDITIONAL PROVISIONS ON REPORTING, PAYMENTS AND PAYMENT ARRANGEMENTS**

### **5.1 Time limit for submission of invoices / payment requests**

The Coordinator is not required to recognise any invoices or request for (partial) payment of the Platform grant for an action (in whole or in part) if any such invoice or payment request or any required supporting documentation required pursuant to this Agreement to detail the respective payment request is submitted to the Coordinator after July 15th, 2022.

### **5.2 Currency for payments**

Payments by the Coordinator shall be made in euro.

### **5.3 Special provisions on the conversion of the costs incurred in another currency into Euros**

Any conversion into euro of costs incurred in other currencies shall be made by the Coordinator at the monthly accounting rate established by the Commission and published on its website [http://ec.europa.eu/budget/contracts\\_grants/info\\_contracts/infoeuro/index\\_en.cfm](http://ec.europa.eu/budget/contracts_grants/info_contracts/infoeuro/index_en.cfm) applicable for October 2021, the first month of the eligibility period of year 1 of the FEDORA Platform.

### **5.4 Date of payment and late payment interest**

Any payments by the Coordinator shall become due at the end of year 1 of the Platform after execution of the activities latest by July 31st, 2022. There shall be no payment obligation of the Coordinator to the Platform Member (i) if and as long as the Coordinator has not received any payments from the Creative Europe Programme and (ii) upon the condition that the Platform Member has submitted to the Coordinator requested proofs reasonably satisfactory to the Coordinator.

Late payment interest equal to 3 times the legal interest rate might apply pursuant to article L.441-10 of the French Commercial Code, from the date payment is due until the payment is made. In case of late payment, a 40 Euros fee for collection costs will apply.

### **5.5 Costs of payment transfers**

Any costs of the payments transfers and any applicable charges or taxes shall be borne by the Platform Member.

### **5.6 Language of requests for payments, technical reports and financial statements**

All requests for payments, technical reports and financial statements shall be submitted in English.

## FEDORA Platform Member Agreement – Year 1

### **ARTICLE 6 – COMMUNICATION & VISIBILITY**

The Platform Member shall priory inform the Coordinator in written form of any communication and/or marketing activities mentioning Coordinator's name or logo, Fedora Platform name or logo, European Union emblem or any material related to this co-funding project.

In case the Coordinator keeps silent and/or does not object this communication for one (1) week, once receiving it, it will be considered as deemed accepted by the Coordinator.

The Platform Member shall comply strictly with the requirements of section 6.

#### **6.1 Communication on and visibility of the European Union co-funding**

##### **6.1.1 Information on Union funding and use of European Union emblem**

Unless the Coordinator requests or agrees otherwise, any communication or publication related to an action, made by the Platform Member, including at conference, seminars, or in any information or promotional materials (such as brochures, leaflets, poster, presentations, digital banners, etc.), shall indicate that the action has received co-funding from the Creative Europe programme of the European Union and shall display the European Union emblem as mentioned in appendix 3.

When displayed in association with another logo, the European Union emblem must have appropriate prominence.

The obligation to display the European Union emblem does not confer to the Platform Member a right of exclusive use. The Platform Member shall not appropriate the European Union emblem or any similar trademark or logo, either by registration or by any other means.

For the purposes of the first, second and third subparagraphs and under the conditions specified therein, the Platform Member is exempted from the obligation to obtain prior permission from the European Union to use the European Union emblem.

All planned communication material of the Platform Member that is related to the FEDORA Platform activities needs to be validated by the Coordinator prior to publication and diffusion.

##### **6.1.2 Disclaimers exclusive Commission responsibility**

Any communication or publication related to an action, made by the Platform Member in any form and using any means, shall indicate that it reflects only the author's view and that the European Commission is not responsible for any use that may be made of information it contains.

Any communication or dissemination activity related to the action must use factually accurate information. Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

##### **6.1.3. Lack of visibility of the European Union support**

The obligation to comply with the publicity provision set out in article 6.1.1. constitutes a substantial obligation. Without prejudice to the right to terminate the grant, in case of failure to fulfil this obligation, the Coordinator may apply up to 25% reduction on the attribution of the available budget (max. 7,000€ in total) for the work package “Individual Work Package for financial support of Platform Member”.

## FEDORA Platform Member Agreement – Year 1

### **6.2 Communication on and visibility of the FEDORA Platform Funding**

#### **6.2.1 Information on FEDORA Platform funding and use of FEDORA Platform logo**

Unless the Coordinator requests or agrees otherwise, any communication or publication related to an action, made by the Platform Member, including at conference, seminars, or in any information or promotional materials (such as brochures, leaflets, poster, presentations, digital banners, etc.), shall indicate that the action has received funding from the FEDORA Platform and shall display the FEDORA Platform logo (see Appendix 3).

When displayed in association with another logo, the FEDORA Platform logo must have appropriate prominence.

The obligation to display the FEDORA Platform logo does not confer to the Platform Member a right of exclusive use. The Platform Member shall not appropriate the FEDORA Platform logo or any similar trademark or logo, either by registration or by any other means.

For the purposes of the first, second and third subparagraphs and under the conditions specified therein, the Platform Member is exempted from the obligation to obtain prior permission from the Coordinator to use the FEDORA Platform logo.

All planned communication material of the Platform Member that is related to the FEDORA Platform activities needs to be validated by the Coordinator prior to publication and diffusion.

#### **6.2.2 Disclaimers exclusive FEDORA Platform responsibility**

Any communication or publication related to an action, made by the Platform Member in any form and using any means, shall indicate that it reflects only the author's view and that the FEDORA Platform is not responsible for any use that may be made of information it contains.

### **6.3 Communication and visibility of the Coordinator of the FEDORA Platform**

The Coordinator has the right to use visual and video material provided by the Platform Member for the FEDORA Platform ([www.fedora-platform.com](http://www.fedora-platform.com)) in its overall communications (especially online and also in the form of sponsored social media posts). The Platform Member confirms to have the rights of usage of the content provided to the Coordinator for the FEDORA Platform and commits to indicating the correct copyrights when applicable on the FEDORA Platform. The Platform Member accepts that the Coordinator can share the visual and video material with third parties to give visibility to the Platform Member's activities.

## **ARTICLE 7 – INTELLECTUAL PROPERTY RIGHTS**

The Coordinator is the owner and owns all Intellectual Property Rights regarding FEDORA Platform and all its developments (present and future). The Platform Member is the owner and owns all Intellectual Property Rights regarding its own content and materials created by its own means, independently and/or separately from this project.

The Platform Member grants to the Coordinator and/or the Union rights to use the results of the actions described in Appendix 1 and 2 and/or any material related to this co-funding project ("Results"), worldwide and for the legal duration of intellectual property rights under the applicable law.

More specifically, the Coordinator and/or the Union have the rights to:

- (a) display, reproduce, communicate the Results of the action by any mean of communication and any media not specified in the General Conditions of this Agreement;
- (b) edit or re-write in another way the Results of the action, including shortening, summarizing, modifying the content, correcting technical errors in the content;
- (c) cut, insert meta-data, legends or other graphic, visual, audio or word elements in the Results of the actions;

## FEDORA Platform Member Agreement – Year 1

- (d) extract a part (e.g. audio or video files) of, divide into parts or compile the Results of the Actions;
- (e) prepare derivative works of the results of the Actions;
- (f) translate, insert subtitles in, the results of the action in all official languages of the Union;
- (g) authorize or sub-license the modes of exploitation set out above to third parties.

### **ARTICLE 8 – FORCE MAJEURE**

The Parties shall not be liable for any failure to meet their obligations due to causes beyond their reasonable control (“Force Majeure Event”) including but not limited to:

- Government Acts interfering with performance
- Fires, floods, drought, hurricane, tornado, storm, lightning, earthquake
- Acts of God
- Quarantines, regional medical crisis, epidemic, pandemic
- Labor strikes or lockouts
- Terrorism, war, riots, insurrection, civil disobedience, armed conflict
- Materials shortages
- Cyberattacks.

Shall a Force Majeure Event occur, the Party whose obligations are interrupted shall notify the other Party in writing within a maximum of 5 days. Such an event will cause the suspension or interruption of the performance of the obligations of the affected Party. However, shall the inability to perform continue for longer than 3 months, either party will have the right to terminate the Agreement.

### **ARTICLE 9 – Governing Law**

This Platform Member Agreement is subject to French Law. Any dispute arising from its interpretation or execution falls under the jurisdiction of the relevant courts in Paris, France.

### **ARTICLE 10 – Final Provisions**

1. The contract can be modified and supplemented only through documents in text form (not oral agreements) and properly dated amendments that are either signed by original signature or electronic signature (i.e. DocuSign)
2. This contract has been drawn up in 2 original copies, and each contracting party will receive one copy.

In 2 versions in English.

## FEDORA Platform Member Agreement – Year 1

**INFORMATION ABOUT THE PLATFORM MEMBER ORGANISATION****PERMANENT CONTACT PERSON**

For all matters concerning the execution of the contract, the parties shall designate a permanent contact person. The Coordinator's contact person will be its Director, Ms Edilia Gänz, and the Platform Member's contact will be

Ms or Mr: **Ms**

Name: **Kristýna**

Surname: **Št pánková**

Function: **International Relations Specialist**

**BANK ACCOUNT FOR PAYMENTS**

All payments shall be made to the Platform Member's bank account, denominated in euro, as indicated below.

Precise denomination of the account holder: **Národní divadlo Brno, p ísp vková organizace**

Name of bank: **UniCredit Bank**

Address of bank: **Želetavská 1525/1, 140 92 Praha 4**

Full account number (including bank codes): **2110126631/2700**

IBAN code: **CZ492700000002110126631**

SWIFT code: **BACXCZPPXXX**

<b>Date</b>	<b>Date</b>
Legal representative of the Platform Member	Legal representative of the Coordinator
<b>Name Surname: Martin Glaser</b>	<b>Name Surname: Jérôme-François Zieseniss</b>
<b>Function: Director</b>	<b>Function: President</b>
<b>Signature:</b>	<b>Signature:</b>

The following appendices form an integral part of the Platform Member Agreement:

Appendix 1: Description of the Action Plan

Appendix 2: Detailed Work Programme of FEDORA Platform application of Creative Europe Programme

Appendix 3: Creative Europe logo and FEDORA Platform logo

## FEDORA Platform Member Agreement – Year 1

**Appendix 1: Description of the Action Plan****Introduction**

The FEDORA Platform ([www.fedora-platform.com](http://www.fedora-platform.com)) acts as a European-wide hub and quality label showcasing and supporting emerging artists and innovative opera and dance co-productions that are still in the making and inspire change and resonate with today's society while making the art forms accessible to all and harnessing the digital shift.

**Impact so far:**

- **€3.5 million** public and private funds raised for new creations
- **57** new co-productions financially supported
- **+900 artists** showcased through the prizes on the platform
- **+500,000 people** attended the performances around the world
- **+90,000 public votes** on the platform
- **10,000 visitors** on average per month on the Platform
- **55%** of website users **under 44 years old**

**Distinctions:**

- FEDORA has been labelled the “**world’s largest opera and ballet competition**” by the Europa Magazin.
- The FEDORA Platform is honoured to have been **recognised by the Creative Europe programme of the European Union as one of their beneficiaries who responded best to the challenges brought forth by the Covid-19 crisis.**
- **FEDORA has been selected as an official partner of the New European Bauhaus Initiative (NEB) of the European Commission.** The NEB is a design lab, accelerator and network with the aim of building a sustainable future through creativity, innovation and imagination.

**FEDORA’s long-term vision**

- Highlight and support projects that bring innovative and sustainable ideas and projects to the stage and beyond while honouring the immense European cultural heritage of the art form of opera and dance
- Be a tool for artists to explore and for the general public to support creativity and innovation
- Showcased projects reflect the richness of opera and dance in their diverse forms, sounds, and images: from revived to newly commissioned opera and ballet projects, dance and music inspired by today and tomorrow’s society, technology and science, to a direct collaboration between artists across the arts and media in common projects
- Provide a space for a dynamic and open cross-cultural and interdisciplinary dialogue and inclusion among artists and cultural organisations working on new opera and ballet projects and the general public (especially younger audiences)
- Drive change in the performing arts on, behind and beyond the stage by harnessing digital innovation

**Objective of the new FEDORA Platform**

After successfully implementing the activities of the FEDORA Platform with the co-funding of the Creative Europe programme of the European Union, and the support of the private sector over the past four years, FEDORA will scale its impact for emerging artists together with its members and partners to **boost innovation not only on, but also behind and beyond the stage to proactively drive sustainability, equality and digital transformation.**

**FEDORA Platform’s strategy towards a sustainable future**

- Support, visibility and transnational mobility of new artistic work through the FEDORA Prizes Biennale and training of emerging artists
- Promoting a fair, inclusive and diverse working and creation environments and contributing to increasing the sector’s environmental sustainability and awareness with the Next Stage grants programme
- Establishment of a strong quality label as an ambassador of European values and as a philanthropic platform to encourage new funding models in the performing arts in Europe
- Audience development in the field of opera and dance to strengthen the relationship with existing audiences and to reach out to younger audiences

**Driving holistic innovation and sustainability in the future:**

On stage

Behind and beyond the stage

## FEDORA Platform Member Agreement – Year 1

<p><b>FEDORA Prizes Biennale</b> After seven successful editions of FEDORA’s annual Prizes Competition, FEDORA will introduce the FEDORA Prizes Biennale, to showcase and support the collaborative work of emerging artists that will reach the stage in the future, allowing these projects more time to develop and gain skills for the development of their work. Going forward, every two years, a prestigious international artistic event will bring together artistic teams, different disciplines as well as audiences and donors from all over the world to celebrate innovation and creativity together.</p> <p><b>Privately funded FEDORA Prizes</b> The FEDORA Platform will continue showcasing new work and emerging artists on its platform and increase its international outreach, especially towards a younger audience around the shortlisted, nominated and winning projects selected by an expert partners and jury members according to predefined criteria, across its four prizes categories:</p> <ul style="list-style-type: none"> <li>● <b>FEDORA Opera Prize (€100,000)</b></li> <li>● <b>FEDORA Dance Prize (€100,000)</b></li> <li>● <b>FEDORA Education Prize (€50,000)</b></li> <li>● <b>FEDORA Digital Prize (€50,000)</b></li> </ul> <p><b>Capacity-building</b> Throughout the 2-year cycle FEDORA will expand its capacity building programme for emerging artists and managers in opera and dance to boost their fundraising, project presentation, pitching and audience development skills.</p>	<p><b>Next Stage</b> In parallel, FEDORA is launching together with Opera Europa “Next Stage”, a new initiative of change and recovery in the opera and dance sector. “Next Stage” will provide financial support to help boost transformation and innovation through sustainability, equality and digital transformation to build resilience within the performing arts sector. In order to kick-off this initiative the expert pro-bono partner Kearney will conduct and present the first ever market study to capture the state of the industry (100 participating opera and dance companies in Europe) around those three areas to identify the current challenges and needs of their organisations. Based on this situation analysis the sector will proactively define new industry standards and opportunities for achievements and milestones in the upcoming years.</p> <p><b>Privately funded Next Stage Grants</b> Grants (min. €250,000) will be awarded to the organisations or groups of organisations with the most compelling projects that will help meet these objectives behind and beyond the stage. The most innovative, sustainable, transformative, scalable and feasible projects will be identified and selected by an independent expert panel who will be looking for projects in the following 3 areas:</p> <ul style="list-style-type: none"> <li>● <b>Sustainability:</b> Green initiatives increasing eco-responsibility and decreasing carbon footprint</li> <li>● <b>Equality:</b> Inclusive initiatives encouraging equal access and diversity within the performing arts sector</li> <li>● <b>Digital Transformation:</b> Efficiency gains and creative opportunities through smart tech innovation</li> </ul> <p><b>Capacity-building</b> For both emerging artists and managers in opera and dance organisations to build skills and awareness around these three areas, FEDORA will roll out, together with Opera Europa and other expert partners, specialized forums and trainings to share best practices and introduce expert knowledge into the opera and dance sector from outside the industry to boost the cross-fertilization of ideas and foster interdisciplinary learning to rethink how to source, create and operate on, behind and beyond the stage in a sustainable way, how to build more inclusive teams and organisations, and how to harness the digital shift.</p>
<p><b>Quality label &amp; scale</b></p> <ul style="list-style-type: none"> <li>● <b>Recognized quality label reinforced through a strong branding and communication strategy and plan</b> The FEDORA Platform builds on its experience in pushing the boundaries of opera and dance on an artistic, economic, social and technological level. The continuation of the Platform project will involve FEDORA’s international network around 100 opera houses, festivals, dance companies and friends associations in 25 countries, as well as its international philanthropic network of individual and corporate members. This European network will reach out via a major pan-European on- and offline communication and branding campaign to an international audience, focusing on the younger generations and on disseminating the European values of diversity, sustainability and cross-border cooperation. This European quality label will continue pushing the performing arts sector to rethink their business models through R&amp;D projects, market studies and its international partner network.</li> <li>● <b>Involvement of Platform Members to drive change and also advocate the values of Creative Europe and the New European Bauhaus</b></li> </ul>	



## FEDORA Platform Member Agreement – Year 1

The Platform Members will be supported in their local activities showcasing emerging artists and highlighting sustainable, inclusive and digital initiatives to local and international audiences.

Through local roadshows and online visibility & awareness campaigns the Platform Members will engage with younger and broader audiences to promote their shared values of the FEDORA Platform, the Creative European programme and the New European Bauhaus.

All these activities will be regularly highlighted in FEDORA's communication materials, especially on its European Platform. The ambition is to scale the number of participating Platform Members to achieve an even greater European-wide impact over the upcoming years of the platform.

#### **Impact**

Over a three-year period, within the new Creative Europe funding Programme 2021-2023, this European **initiative will lead the way in supporting innovation and sustainability on, behind and beyond the stage** by promoting and showcasing emerging artists, helping innovative new creations reach a renewed stage thanks to investments in transformative projects that create a sustainable and inclusive environment while also advocating new funding models, the digital shift and encouraging networking and sharing of best practices.

Through this change-making initiative the opera and dance world will be encouraged and assisted in **rethinking the way to source, create and operate on, behind and beyond the stage. This cultural initiative will trigger a positive ripple effect on society to build resilience and contribute to building the world of tomorrow.**

#### **Expected result**

- Strengthening a strong and dynamic online Platform showcasing innovative new opera and dance co-productions created by emerging artists and transformative projects in sustainability, equality and digital transformation
- Fostering the development of emerging artists careers by highlighting them on the FEDORA Platform and encouraging networking, sharing of best practices and transnational mobility, and by improving their working conditions and creating equal and inclusive opportunities
- Fostering ecological awareness in the audience of opera and dance companies throughout Europe and encouraging green initiatives and ecological artistic production practices, increasing eco-responsibility and decreasing carbon footprint on, behind and beyond the stage
- Working on providing equal access and inclusion of diverse audiences and fostering more diversity among artists and every actors of the performing arts by providing funding incentives to transformative projects working on equality and inclusivity
- Changing of the image and perception of “philanthropy” from being traditionally only reserved to major sponsors and private donors, towards a more democratic and entrepreneurial venture that can also be accessible to the general audience and especially the Generation Y and Z
- Nurturing production capacity of cultural organisations through best practice and knowledge sharing between large, medium and small organisations in different European countries
- Encouraging new funding models and stimulating the performing arts sector to rethink their business models for a sustainable future
- Mobilization of European citizens to be inspired by and involved in supporting artistic creations in the field of opera and ballet who will inspire them to become more responsible citizens
- Creation of a European eco-system involving the cultural and economic sector as well as European citizens on one Platform

## FEDORA Platform Member Agreement – Year 1

**Appendix 2: Detailed Work Programme of FEDORA Platform application of Creative Europe Programme**

Work Package 1: Project management and coordination					
Duration:	01/10/2021 - 30/9/2024	Lead Beneficiary:	FEDORA		
Objectives List the specific objectives to which this work package is linked.					
<p><b>Strategic and operational decision-making</b></p> <ul style="list-style-type: none"> <li>● Efficient and effective decision-making process involving senior management and the board of the organisation to guarantee the successful implementation of the platform project and all related activities</li> <li>● The management team has a dynamic and agile process for making decisions that have immediate impact and facilitate the implementation process in collaboration with all stakeholders</li> </ul> <p><b>Monitoring and coordination of the projects</b></p> <ul style="list-style-type: none"> <li>● Definition of holistic approach to strategy implementation for each milestone at the beginning of the season while defining KPIs and monitoring procedures</li> <li>● Multilevel success framework and criteria for all stakeholders including sub-contractors</li> <li>● The use of international standards and monitoring for all Platform Members (questionnaire)</li> <li>● Effective time and project management of FEDORA Biennale, Next Stage, capacity building, R&amp;D, new business model development initiatives</li> </ul> <p><b>Financial management &amp; administration reporting</b></p> <ul style="list-style-type: none"> <li>● Management of legal, financial and administrative processes with zero mistake policy</li> <li>● Risk management linked to budget planning and cost control</li> <li>● Work with professional accounting software operated by professionally skilled and trained accountant and financial advisor</li> </ul> <p><b>Data management and monitoring</b></p> <ul style="list-style-type: none"> <li>● Project management software (through Trello project management tool and Salesforce allowing for secure data processing and analysis to ensure data protection)</li> <li>● Back-office to control money flow and synchronization of data with Transnational Giving Europe</li> </ul> <p><b>Communications</b></p> <ul style="list-style-type: none"> <li>● Creating high quality internal and external communication material</li> <li>● Boost efficiency by using tools like Loomy for social media management</li> <li>● Google Analytics for analysis of platform traffic and user behaviour</li> </ul> <p><b>Meetings</b></p> <ul style="list-style-type: none"> <li>● Effective and efficient structural framework and guidelines for stakeholders</li> <li>● High-quality video call, phone and email assistance for members and partners</li> <li>● Strong long-term relationships with potential partners through regular meetings</li> </ul>					
<p><b>Activities (what, how, where) and division of work</b></p> <p><i>Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP)</i></p>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

## FEDORA Platform Member Agreement – Year 1

T1.1	Regular team meetings and strategic decision making	<ul style="list-style-type: none"> <li>- Schedule strategic and operational meetings to plan and coordinate activities in alignment with the Board of Directors of the organisation</li> <li>- Set-up regular brainstorming on key strategic decisions to prepare Board Meeting and Annual General Assembly</li> </ul>	<b>FEDORA</b>	COO	No
T1.2	Coordinating and monitoring of member and partner activities	<ul style="list-style-type: none"> <li>- Schedule monthly telephone calls and video conferences with members to check on the progress and impact of the activities</li> <li>- Organise in-depth interviews with Platform Members at the beginning of the project and at the end of the year to align priorities, responsibilities and to assess the overall performance and impact</li> <li>- Set up regular meetings for long-term relationships with potential partners</li> <li>- Collect press articles featuring FEDORA and Creative Europe</li> </ul>	<b>FEDORA</b>	COO	No
T1.3	Quality control and audit	<ul style="list-style-type: none"> <li>- Conduct semi-structured questionnaire at the end of each year to our Members</li> <li>- External evaluation and audit at the end of each year</li> <li>- Financial and activity reports for the board and Creative Europe programme</li> </ul>	<b>FEDORA</b>	COO	Yes, Sub-contractor: Auditor (Ledouble ) and certified accountant (GMBA)
T1.4	Financial management & administration	<ul style="list-style-type: none"> <li>- Financial planning for the season</li> <li>- Maintain financial control</li> <li>- Accounting and invoicing</li> <li>- Membership renewal</li> <li>- Budget estimations on a regular basis</li> </ul>	<b>FEDORA</b>	COO	Yes, In-kind contribution: legal advisor (Bird & Bird)  Sub-contractor: Accounting and financial advisors (AROP)
T1.5	Management team building & professional development	<ul style="list-style-type: none"> <li>- Management coaching and team building</li> </ul>	<b>FEDORA</b>	COO	Yes, sub-contractor: Management Coach

## FEDORA Platform Member Agreement – Year 1

**Milestones and deliverables (outputs/outcomes)**

**Milestones** are control points in the project that help to chart progress.

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

**Deliverables** are project outputs which are submitted to show project progress (any format).

The labels used mean:

*Public* — fully open ( automatically posted online on the Project Results platforms)

*Sensitive* — limited under the conditions of the Grant Agreement

*EU classified* — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#).

Milestone No  (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS1	FEDORA Members Summit	1	FEDORA	The presentation of FEDORA's activities and Financial report in season		Autumn 2021	Meeting minutes, Presentation, Estimated Budget
Deliverable No  (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1	Annual Report and planned activities of the future Platform	1	FEDORA	[R — Document , report]	[R-UE/EU-R — EU Classified]	December 2021	PDF of up to 80 pages, in English, published on the FEDORA Platform

**Work Package 2 : Promoting and supporting emerging talent****Duration:**

01/10/2021 - 31/07/2023

**Lead Beneficiary:**

FEDORA

**Objectives**

List the specific objectives to which this work package is linked.

FEDORA Platform Member Agreement – Year 1

- Identifying and showcasing the next generation of talented artistic teams on and behind the stage (composers, choreographers, librettist, light designers, set designers, dancers, singers, etc.) who are collaborating together on cutting-edge innovative work
- Promoting and showcasing new work created by emerging talent that appeals to the interests and needs of new and younger audiences allowing for story-telling of today’s society
- Encouraging interdisciplinary and international collaboration of artists while advocating cross-fertilization of sustainable and scalable ideas and projects that offer a new approach to the production and touring process

**Activities (what, how, where) and division of work**

Task No  (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting  (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T2.1	Local in-person roadshows or online Visibility & Awareness campaigns	- Support the organisation of an in-person roadshow or an online visibility & awareness campaigns informing the local audiences of the Platform Members’ sustainable, inclusive and digital transformation initiatives as well as innovative artistic projects or emerging artists	FEDORA Platform Members	COO OTHER	No
T2.2	Setting up the platform to showcase emerging artist	- Collaborate with web-development expert partner to develop the online application process for the - Set up sponsorship agreements for FEDORA Prizes Biennale - Online showcase of the projects that are still in the making - Development of a back office interface for members to apply for the prize - General improvements to make the Platform more user-friendly and attractive to a young, tech savvy and more responsible generation Z and Millennials who will	FEDORA	COO	Yes, subcontractor: web development company (Amédé)  Branding agency (Landor & Fitch)

## FEDORA Platform Member Agreement – Year 1

		be engaging with projects			
T2.3	Meet the Creators Series	<ul style="list-style-type: none"> <li>- Creation of a series of videos on FEDORA's social networks (Youtube and shared on Facebook and Instagram) highlighting the creators behind the projects presented at the FEDORA Prizes Biennale</li> <li>- Interviews with emerging artists and showcasing of their work to FEDORA's community</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontract or: Video producer (Tristan Piechocki)
T2.4	Call for applications to source emerging talent	<ul style="list-style-type: none"> <li>- Set up the application guidelines, eligibility and evaluation criteria for potential applicants with expert partners</li> <li>- Check with PMs if they have eligible projects</li> <li>- Communication campaign around the call for applications</li> <li>- Production of the communication content to be used during the talent sourcing</li> <li>- Phone and email campaigns</li> </ul>	<b>FEDORA</b> Opera Europa RESEO IMZ International Music & Media Center	<b>COO</b> AP	No
T2.5	Project selection: Expert partner evaluation and jury evaluation	<ul style="list-style-type: none"> <li>- Selection of jury members and chairing of jury meeting for project selection</li> <li>- Selection of projects by expert jury members</li> <li>- Organisation of jury meetings to choose the nominated projects and final prize winners based on the applications submitted and following the evaluation criteria.</li> </ul>	<b>FEDORA</b> Opera Europa  RESEO IMZ International Music & Media Center  Expert Jury	<b>COO</b> AP  OTHER	No
T2.6	Shortlist Announcement event	Creation of an online shortlist announcement on the innovative Vialma Streaming Platform to allow for an interaction with audiences	<b>FEDORA</b>	<b>COO</b>	Yes, subcontract or: Streaming platform (Vialma)
T2.7	Innovation on and beyond the stage event (event name to be defined)	Creation of in-person event to announce the 12 nominated projects in 4 prize categories	<b>FEDORA</b>	<b>COO</b>	Yes, subcontract or: Video producer (Tristan

## FEDORA Platform Member Agreement – Year 1

						Piechocki), PR agency (Atalanta International) Communication agency (JIN), Hosting Venue Partner
T2.8	Crowdfunding campaigns by nominated projects	- Communication on the nominees crowdfunding campaigns, showcasing and promoting emerging talent involved in the projects through a promotional video production supported by FEDORA	<b>FEDORA</b>  Prize Nominees	<b>COO</b>  OTHER	Yes, subcontractor: PR agency (Atalanta International), Communication agency (JIN)	
T2.9	FEDORA Prizes Biennale Award Ceremony (Event name to be defined)	- Invitation of sponsors, jury members and winners - Preparation of communication materials for the event - Preparation of the venue, the catering, translators and every technical aspect of the event - Production of video material about emerging artists' projects and an Award Night brochure - Artistic production during event	<b>FEDORA</b> Opera Europa RESEO IMZ Jury members Sponsors Nominees Winners Press	<b>COO</b> AP AP AP OTHER	Yes, subcontractor: Video producer (Tristan Piechocki), PR agency (Atalanta International) Communication agency (JIN), Hosting Venue Partner Venue Partner	
T2.10	Showcasing winners on the Opera Vision Platform	- Showcasing of selected nominees' content to reach international audience - Streaming opportunities for winners of the FEDORA Prizes	<b>FEDORA</b> Opera Europa Nominees Winners	<b>COO</b> AP OTHER OTHER	Yes, In-kind contribution: Opera Vision	

**Milestones and deliverables (outputs/outcomes)**

Milestone No (continuous numbering)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
--	----------------	-----------------	------------------	-------------	----------------------------	-----------------------

## FEDORA Platform Member Agreement – Year 1

not linked to WP)							
MS2	FEDORA Prizes Shortlist Announcement Online Event	2	FEDORA	1 online event (live or pre-recorded) presenting the shortlisted projects on the Vialma streaming platform		May 2022	Publication of the video, Number of views of the published video and interactions online, Online invitation sent via communication channels
MS3	Holistic approach to innovation & sustainability on and beyond the stage Event for FEDORA Prizes Nominees Announcement and Next Stage Grantees Announcement  (Event name to be defined)	2	FEDORA	1 online or in-person event for the announcement of the 12 FEDORA Prizes Biennale Nominees (3 per prize category) selected by jury and Next Stage Grant Winners selected by expert jury		June 2022	List of attendees and communication materials Venue hire or online format
MS4	FEDORA Prizes Biennale Award Night Ceremony	2	FEDORA	Announcement of the 4 winners of the FEDORA Prizes Biennale in collaboration with prize sponsors		April 2023	List of attendees and communication materials published around this event
Deliverable (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1	The FEDORA website showcasing emerging talent and new creations	2	FEDORA	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	May 2022	Website, in English (possibly with translation option)



FEDORA Platform Member Agreement – Year 1

D2.2	International Events or Films showcasing the next generation of talent and their creations (Shortlist/Nominees/Biennale Awards Ceremony)	2	FEDORA	[DEC — Website s, patent filings, videos, etc]	[PU — Public]	May, June 2022 and June 2023	Target group: Representatives of the performing arts world, the corporate world, academia, digital and education world, sustainability experts, invitation, event agenda, event registrations, communication materials published around this event, presentations during event
D2.3.	Platform Member Roadshows and “Visibility & Awareness” Campaigns presented on the FEDORA Platform	2	FEDORA	DEC — Website s, patent filings, videos, etc]	[PU — Public]	July 2022	Website pages presenting roadshows and “Visibility & Awareness” Campaigns by Platform Members, in English

**Work Package 3: Developing, nurturing and training emerging talent**

<b>Duration:</b>	01/10/2021 - 30/9/2024	<b>Lead Beneficiary:</b>	1-FEDORA
------------------	------------------------	--------------------------	----------

**Objectives**

List the specific objectives to which this work package is linked.

- Developing professional skills of emerging artists to boost their careers and drive change towards more sustainable and inclusive working environments
- Sharing of best practices and interdisciplinary knowledge with experts outside of the sector
- Creating networking opportunities for emerging artists to meet other artists, professionals of the performing arts sector and expert partners in the areas of sustainability, inclusivity and digital transformation
- Building emerging artist’s skills to become ambassadors of intercultural dialogue and an inclusive society by building their tool set for driving social inclusion within their working environment
- Advocating digital transformation by building capacity in how to best harness the digital shift to drive innovation on and beyond the stage

## FEDORA Platform Member Agreement – Year 1

Activities (what, how, where) and division of work					
Task No  (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting  (Yes/No and which)
			Name	Role  (COO, BEN, AE, AP, OTHER)	
T3.1	<b>Capacity Building:</b> Training: Professional development of emerging artists and creatives in sustainability, equality and digital transformation	- Participation of emerging artists in professional development forums to learn more about <i>sustainability, inclusivity and digital transformation</i> to build awareness around the importance of these topics when creating and implementing their work	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert Partner (Opera Europa)
T3.2	<b>Capacity Building:</b> Developing the <b>sustainable practices</b> of emerging artists and creatives of the Platform Members	-Emerging artists and creatives of the Platform Members can participate in a custom-made training programme to integrate sustainable practices in sets' manufacturing and use, performing arts productions and performance venues' processes, by deploying eco-design and circular economy approaches, processes and practices.	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert Partner (to be defined)
T3.3	<b>Capacity Building:</b> Developing <b>digital</b> and media skills of emerging artists and creatives of the Platform Members	- Emerging artists and creatives of the Platform Members can participate in a custom-made training programme set-up by the IMZ - International Music + Media Centre	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert Partner (IMZ International Music + Media Centre)
T3.4	<b>Capacity Building:</b> Participating in <b>equality &amp; diversity</b> workshop for emerging artists and creatives of the Platform Members	- Emerging artists and creatives of the Platform Members can participate in workshops on equality & diversity set up by BPI - Business Performance Institute	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert Partner (BPI - Business Performance Institute)

## FEDORA Platform Member Agreement – Year 1

T3.5	<b>Capacity Building:</b> Management <b>coaching</b> sessions for the emerging artists and creatives of the Platform Members	- Pro-bono management coaching for artists and creatives of FEDORA's network of opera and dance companies to develop their communication, management and organisational skills in collaboration with Variations International		FEDORA	COO	Yes, In-kind contribution: Corporate Member (Variations International)	
T3.6	<b>Capacity Building:</b> <b>Crowdfunding</b> best practices sharing and <b>pitching</b> sessions for the emerging artists and creatives who are nominees of the FEDORA Prizes Biennale	- Organisation of crowdfunding, matching funds, and pitch trainings by FEDORA		FEDORA	COO	No	
<b>Milestones and deliverables (outputs/outcomes)</b>							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS5	Sustainability, Equality Forum and Digital Forum in Spring 2022	3	FEDORA	We are expecting to organize an online/in-person I/hybrid forum around these three topics in collaboration with Opera Europa while hosting keynote speakers and encouraging participants to share best practices in these areas according to the forum's agenda that will be defined by FEDORA in collaboration with Opera Europa		April 2022	Registration list, communication materials and presentations shared on this occasion
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)

FEDORA Platform Member Agreement – Year 1

D3.1	Presentatio n of training sessions and their impact for the artists on the FEDORA Platform	3	FEDORA	/R — Documen t, report/	/R-UE/EU-R — EU Classified/	July 2022	PDF file, in English
------	--	---	--------	-------------------------------	-----------------------------------	--------------	----------------------

<b>Work Package 4: Communication and dissemination</b>				
<b>Duration:</b>	01/10/2021 - 01/10/2024	<b>Lead Beneficiary:</b>	1-FEDORA	
<b>Objectives</b>				
<i>List the specific objectives to which this work package is linked.</i>				
<ol style="list-style-type: none"> <li><b>Showcase &amp; Promote</b> emerging artists and new artistic co-creations in the categories of opera, dance, education and digital on the FEDORA Platform</li> <li><b>Drive change &amp; Inspire</b> different stakeholders about future creations that are pushing the boundaries of opera and dance and are illustrating how the performing arts are contributing to the transition towards a sustainable, inclusive, and resilient world</li> <li><b>Involve &amp; Engage</b> with audiences by enabling them to participate in local roadshows that highlight sustainability, equality and digital transformation subjects within Next Stage and to vote for their favorite artistic projects within the FEDORA Prizes Biennale</li> </ol>				
<b>Activities (what, how, where) and division of work</b>				
<b>Task No</b>	<b>Task Name</b>	<b>Description</b>	<b>Participants</b>	<b>In-kind Contributions and Subcontracting</b>

## FEDORA Platform Member Agreement – Year 1

(contin uous numbe ring linked to WP)			Name	Role  (COO, BEN, AE, AP, OTHER )	(Yes/No and which)
T4.1	Showcase of emerging artists and artistic co-creations on the FEDORA Platform within the FEDORA Prizes Biennale & communication channels	<ul style="list-style-type: none"> <li>- Showcase and promote emerging artists and innovative projects on the FEDORA website thanks to the Artist page (More than 160 artistic projects and 900 artists showcased on the platform so far)</li> <li>- Promotion of emerging artists and innovative projects on FEDORA's social media i.e. the Artist Series highlighting emerging artists' professional achievements</li> <li>- Highlight career development and success stories of the artists involved in the FEDORA Biennale Prizes</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: PR relations (Atalanta International), web development company (Amédé)
T4.2	Showcasing transformative projects in sustainability, equality and digital transformation	<ul style="list-style-type: none"> <li>- Introduce stakeholders and the audience to the Next Stage Initiative</li> <li>- Share our Members' outstanding initiatives in the fields of sustainability, equality and digital transformation</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: PR relations (Atalanta International), web development company (Amédé)
T4.3	Audience development and engagement	<ul style="list-style-type: none"> <li>- Ensure traffic and interaction on the Platform and social media reach</li> <li>- Include the audience in FEDORA Prizes Biennale's process by asking them to vote for their favorite project</li> <li>- Mobilize the audience around nominated projects thanks to crowdfunding campaigns on the FEDORA Platform</li> <li>- Increase the visibility of innovative projects to local audience thanks to local roadshows and online "visibility &amp;</li> </ul>	<b>FEDORA</b>  Platform Members Nominees	<b>COO</b>  OTHER	Yes, subcontractor: Communication agency (JIN)

## FEDORA Platform Member Agreement – Year 1

		awareness” campaigns supported by FEDORA and led by Platform Members			
T4.4	Dissemination of European values and best practices on sustainability, inclusivity and digital transformation in the performing arts sector	- Showcasing initiatives, organisations and emerging artists that are in line with European values - Reaching out and including communities across Europe, especially in Eastern European countries	<b>FEDORA</b>	<b>COO</b>	No
T4.5	International Public Relations	- Work with print and online PR agencies to secure media coverage in major media outlets in Europe and around the world - Create press releases and press kits to showcase our activities	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: PR relations (Atalanta International), Communication agency (JIN)

**Milestones and deliverables (outputs/outcomes)**

Milestone No  (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date  (month number)	Means of Verification
MS3	Holistic approach to innovation & sustainability on and beyond the stage Event for FEDORA Prizes Nominees Announcement and Next Stage Grantees Announcement	3		1 online or in-person event for the announcement of the FEDORA Prizes Biennale Nominees selected by jury and Next Stage Grantees selected by expert jury	June 2022	List of attendees and communication materials  Venue hire or online format

## FEDORA Platform Member Agreement – Year 1

MS6	Launch of Next Stage on World Opera Day	2	FEDORA	Presentation of the market study conducted by pro-bono partner Kearney in collaboration with FEDORA and Opera Europa		October 2022	Stream on Opera Vision
Deliverable No  (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date  (month number)	Description  (including format and language)
D4.1	Holistic approach to innovation & sustainability on and beyond the stage Brochure	4	FEDORA	[R — Document, report]	[PU — Public]	June 2022	Brochure, in English approx. 120 pages
D4.2	Award Ceremony Brochure	4	FEDORA	[R — Document, report]	[PU — Public]	April 2023	Brochure, in English approx. 120 pages
D4.3	Yearly report on Audience Development	4	FEDORA	[DATA — data sets, microdata, etc]	[R-UE/EU-R — EU Classified]	July 2022	Statistics on website KPI's, Social Media Reach...  Powerpoint Presentation, in English approx. 20 pages

**Work Package 5: Branding and quality label strategy**

## FEDORA Platform Member Agreement – Year 1

<b>Duration:</b>	01/10/2021 - 01/10/2024	<b>Lead Beneficiary:</b>	1-FEDORA		
<b>Objectives</b>					
<i>List the specific objectives to which this work package is linked.</i>					
<ul style="list-style-type: none"> <li>● FEDORA already has an established branding as a European platform showcasing new creations of emerging artists and fostering innovation and creativity in the fields of opera and dance.</li> <li>● The objectives in the upcoming years would be to strengthen its identity by putting the emerging artists at the core of its branding strategy as drivers of a more sustainable and inclusive future that embraces the digital shift in line with the values of Creative Europe and the New European Bauhaus</li> <li>● A label that stands for new funding models and the creation of a supportive ecosystem of complementary private and public funding in Europe to guarantee the next generation of opera and dance</li> <li>● Uphold the FEDORA Platform as a European quality label supporting co-productions as well as education and digital projects by hosting the largest opera and dance competition in Europe and expanding this to holistic innovation and sustainability behind and beyond the stage through the complementary new Next Stage initiative</li> </ul>					
<b>Activities (what, how, where) and division of work</b>					
<i>Provide a concise overview of the work (planned tasks). There should be a limited number of tasks per work package: the definition of tasks should enable the lead beneficiary to monitor the overall progress of the work package. Be specific and give a short name and number for each task.</i>					
<i>Show who is participating in each task: Coordinator (COO), Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP), indicating <b>in bold</b> the task leader. .In monobeneficiary projects the 'COO' and 'BEN' are the same.</i>					
<i>Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.</i>					
<b>Note:</b>					
<i>In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of this work package.</i>					
<i>The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.</i>					
<i>If there is subcontracting, please also complete the table below.</i>					
Task No  (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting  (Yes/No and which)
			Name	Role  (COO, BEN, AE, AP, OTHER)	
T5.1	Developing its branding strategy with the FEDORA	- Develop and upgrade the branding strategy and architecture with	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Branding



FEDORA Platform Member Agreement – Year 1

	Prizes Biennale and Next Stage Initiative	branding partner Landor & Fitch to grow the FEDORA Prizes into the FEDORA Prizes Biennale - Position the Next Stage initiative as a trailblazer driving change in sustainability, equality and digital transformation for the performing arts sector			agency (Landor & Fitch)
T5.2	Introducing the FEDORA Platform brand in different disciplines and industries	- Associate the FEDORA brand with innovation, sustainability, inclusivity and creativity in the performing arts sector through communication and press relations - Participation of FEDORA Platform Director Edilia Gänz to conferences as guest speaker	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: PR agency (Atalanta International), Communication agency (JIN)
T5.3	Increasing the brand awareness of the FEDORA Platform as a European quality label through its network	- Collaboration with <b>the New European Bauhaus as an official partner</b> to disseminate the European values for a sustainable, beautiful and inclusive future - Encourage FEDORA's network including expert partners, members and donors to increase the brand visibility by sharing content with the logos of the FEDORA Platform and Creative Europe - Coordinate Platform Members' advocacy campaigns showcasing the European values and featuring the logos of FEDORA Platform and Creative Europe	<b>FEDORA, New European Bauhaus, Platform Members</b>	<b>COO OTHER</b>	Yes, subcontractor: PR agency (Atalanta International), Communication agency (JIN)

**Milestones and deliverables (outputs/outcomes)**

Milestone No  (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date  (month number)	Means of Verification

FEDORA Platform Member Agreement – Year 1

MS7	Annual Press Review and Partnership report	5	FEDORA	At the end of the year we publish a report with the press featurings and partner collaborations		July 2022	Press coverage and visibility in partner’s communications
Deliverable No  (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date  (month number)	Description  (including format and language)
D5.1	Brand Guidelines	5	FEDORA	[R – Document, report]	[R-UE/EU-R – EU Classified]	March 2022	PDF document in English, 15 pages
D5.2	Yearly press review	5	FEDORA	[R – Document, report]	[PU – Public]	July 2022	PDF file, in English, approx. 100 pages

Work Package 6: Networking and sharing good practices			
<b>Duration:</b>	01/01/2022 - 01/06/2022	<b>Lead Beneficiary:</b>	1-FEDORA
Objectives			
<i>List the specific objectives to which this work package is linked.</i>			
<ul style="list-style-type: none"> <li>• Creating networking possibilities by federating opera and dance professionals, expert partners, and representatives of the business world</li> <li>• Peer-learning and best practice sharing around the topics of philanthropy &amp; innovative funding practices, sustainable productions, digital transformation and diversity &amp; access to the performing arts</li> <li>• Best practice sharing between opera houses, dance companies and festivals with different sizes, cultures and traditions to increase the professional development of the sector by peer-learning</li> <li>• Develop new skills and learning journeys in the performing arts sector by investing in the leadership, management and communication skills of the professionals in the sector thanks to expert advice</li> </ul>			

## FEDORA Platform Member Agreement – Year 1

Activities (what, how, where) and division of work					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting  (Yes/No and which)
			Name	Role  (COO, BEN, AE, AP, OTHER)	
T6.1	Market study assessing the industry trends and practices in sustainability, inclusivity and digital transformation	<ul style="list-style-type: none"> <li>- Preparation of the qualitative and quantitative research questions (B2B)</li> <li>- Dissemination of the quantitative research questions to 100 opera houses, dance companies and festivals</li> <li>- Conduct in-depth qualitative interviews with 45 Platform Members from 17 countries</li> <li>- Data crunching of qualitative and quantitative survey and production of a report</li> <li>- Sharing the results of the market study on World Opera Day to kick-off Next Stage</li> <li>- Sharing in-depth findings of the market study in the following specialist dedicated sessions</li> </ul>	<b>FEDORA</b> Kearney	<b>COO</b> OTHER	Yes, subcontractor: Expert Partner (Opera Europa)  In-kind contribution Kearney
T6.2	Organisation of Next Stage - Green, Equal and Digital Forums	<ul style="list-style-type: none"> <li>- Organisation of <b>online</b> forums (Green, Equal, Digital) curated together with Opera Europa <b>in Autumn 2021</b></li> <li>- Organisation of an <b>in-person or hybrid</b> forum (Green, Equal, Digital) <b>in Spring 2022</b></li> <li>- Flat-rate contribution for Platform Members attending</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert Partner (Opera Europa)
T6.3	Setting up the Fundraising Forum	<ul style="list-style-type: none"> <li>- Organisation of forums in European cities curated together with Opera Europa for capacity building and best practice sharing on fundraising practices between opera and dance companies</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert Partner (Opera Europa)
T6.4	Capacity Building: Crowdfunding best practices sharing and pitching sessions for the artistic team of the FEDORA Prizes Biennale Nominees	<ul style="list-style-type: none"> <li>- Organisation of crowdfunding, matching funds, and pitch trainings by FEDORA</li> </ul>	<b>FEDORA</b>	<b>COO</b>	No

## FEDORA Platform Member Agreement – Year 1

T6.5	University R&D Projects	<ul style="list-style-type: none"> <li>- Coordinating R&amp;D projects with European business schools such as ESCP Europe Business, HEC Lausanne, Hult International Business School, etc.</li> <li>- Presentation of FEDORA: introducing students to the management of the performing arts sector and to the importance of cultural philanthropy, and assigning them a project brief to work on with/for a Platform Member</li> <li>- Impact report on the students' work, and sharing of project outputs with Platform Members</li> </ul>	<b>FEDORA</b>	<b>COO</b>	No
			Partner Universities	OTHER	
T6.6	Coordination of a young ambassadors and volunteer programmes	<ul style="list-style-type: none"> <li>- Call for applications</li> <li>- Discovery of the behind the scenes of innovation management at FEDORA Platform</li> <li>- Career advice to young future performing arts professionals</li> </ul>	<b>FEDORA</b>	<b>COO</b>	No

**Milestones and deliverables (outputs/outcomes)**

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS8	Launch of Next Stage on World Opera Day	6	FEDORA	Launch of the Next Stage Initiative together with Opera Europa on Opera Vision and publication of the results of the market study in collaboration with Kearney	October 2021	Press releases and FEDORA's communication on the event	
MS9	Sustainability, Equality Forum and Digital Forum in Spring 2022	6	FEDORA	Organisation of an in-person or hybrid forums (Green, Equal, Digital) in Spring 2022	April 2022	List of participants, FEDORA's communication around the forums	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)

FEDORA Platform Member Agreement – Year 1

D6.1	Report of the qualitative and quantitative market study	6	FEDORA	[R — Document, report]	[PU — Public]	March 2022	Report of the market Study conducted by Kearney and Opera Europa on the current situation of the sector. PDF format, in English approx. 100 pages
D6.2	Next Stage Forums Participation testimonies of emerging artists and managers Video	6	FEDORA	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	March 2022	Video, in English max. 2 min length
D6.3	Young Ambassadors Campaign	6	FEDORA	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	July 2023	Video, in English max. 2 min length

<b>Work Package 7: Next Stage grants to transform the environment in which emerging talent will prosper</b>			
<b>Duration:</b>	01/10/2022 - 30/09/2024	<b>Lead Beneficiary:</b>	1-FEDORA
<b>Objectives</b>			
<i>List the specific objectives to which this work package is linked.</i>			
<ol style="list-style-type: none"> <li>1. Finding and investing in the most innovative, transformative, feasible, collaborative and scalable projects that will contribute to the recovery of our society and build resilience through culture for the world of tomorrow</li> <li>2. Building a sustainable environment for emerging artists to prosper and create</li> <li>3. Setting up exemplary industry best practices and scaling them into new industry standards</li> </ol>			
<b>Activities (what, how, where) and division of work</b>			

## FEDORA Platform Member Agreement – Year 1

Task No  (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting  (Yes/No and which)
			Name	Role  (COO, BEN, AE, AP, OTHER)	
T7.1	<b>Launch of the Next Stage initiative</b>	During World Opera Day organised by Opera Europa, 25 October 2021 launch of the Next Stage initiative with presentation of market study results by Kearney	<b>FEDORA</b> Kearney	<b>COO</b>  OTHER	Yes, subcontractor: Expert Partner (Opera Europa)
T7.2	<b>Call for applications</b> to find transformative projects	<ul style="list-style-type: none"> <li>- Based on market study connect stakeholders to build initiatives together</li> <li>- Set up the application guidelines, eligibility and evaluation criteria for potential applicants with expert partners</li> <li>- Communication campaign around the call for applications</li> <li>- Production of the communication content to be used during the projects sourcing</li> <li>- Phone and email campaigns</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Expert partner (Opera Europa)
T7.3	<b>Project selection:</b> Expert partner evaluation and jury evaluation	<ul style="list-style-type: none"> <li>- Selection of an independent international jury panel</li> <li>- Organisation of jury meeting(s)</li> </ul>	<b>FEDORA</b>	<b>COO</b>	No
T7.4	<b>Grants Winners Announcement</b>  On the occasion of the event (name to be defined)	<ul style="list-style-type: none"> <li>- Announcement of the grant winners on the occasion of the Event (name to be defined)</li> <li>- Event organisation (venue, catering etc)</li> <li>- Invitation of keynote speakers, jury members and nominees</li> <li>- Preparation of communication and press materials (Production of a video and a brochure highlighting the projects)</li> </ul>	<b>FEDORA</b>	<b>COO</b>	Yes, subcontractor: Event venue, technical equipment provider, catering, interpreter, Video production (Tristan Piechocki), photographer

FEDORA Platform Member Agreement – Year 1

Milestones and deliverables (outputs/outcomes)							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description		Due Date (month number)	Means of Verification
MS3	Holistic approach to innovation & sustainability on and beyond the stage Event for FEDORA Prizes Nominees Announcement and Next Stage Grantees Announcement	2	FEDORA	Announcement of the grant winners in the categories of sustainability, equality and digital transformation for 2022		June 2022	Videos of the event, brochures, press articles, social media content
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D7.1	Grantees Announcement Video	7	FEDORA	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	June 2022	Max 3 min impressions video in English

Work Package 8: New funding models			
<b>Duration:</b>	01/10/2021 - 01/10/2024	<b>Lead Beneficiary:</b>	1-FEDORA
<b>Objectives</b>			
<i>List the specific objectives to which this work package is linked.</i>			

## FEDORA Platform Member Agreement – Year 1

<ol style="list-style-type: none"> <li>1. Finding and experimenting with new ways of fundraising and building new revenue streams for the performing arts sector</li> <li>2. Democratizing philanthropy and making cross-border giving more accessible to all, especially to younger target audiences</li> </ol>					
<b>Activities (what, how, where) and division of work</b>					
Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
T8.1	<b>Venture Philanthropy</b> through private sector	<ul style="list-style-type: none"> <li>- Prospection campaigns to extend FEDORA's network of private donors and sponsors to back artistic work, emerging artists and transformative projects</li> <li>- Venture philanthropy thanks to individual and corporate donations through different membership levels</li> <li>- Establishing prizes and grant sponsors for the FEDORA Prizes Biennale and Next Stage</li> <li>- Relationship management with existing donors and ensuring their renewal</li> </ul>	<b>FEDORA</b>	COO	No
T8.2	<b>Cross-border philanthropy</b> thanks to the new online Transnational Giving Europe Platform	<ul style="list-style-type: none"> <li>- Development and improvement of the new online Transnational Giving Europe Platform allowing European donors to benefit from tax deduction in their country of residence</li> </ul>	<b>FEDORA</b>  Transnational Giving Europe Network (TGE)  King Baudouin Foundation United States	COO  OTHER	
T8.3	<b>Crowdfunding</b> campaigns for the nominees of the FEDORA Prizes Biennale on the Platform	<ul style="list-style-type: none"> <li>- FEDORA Biennale Prizes nominee crowdfunding campaigns on the FEDORA Platform democratizing philanthropy by bringing young opera and dance fans together</li> <li>- Call for donations for the crowdfunding campaigns</li> </ul>	<b>FEDORA</b>  Nominees of the FEDORA Prizes Biennale	COO  OTHER	No



## FEDORA Platform Member Agreement – Year 1

		- Follow-up and monitoring of crowdfunding campaigns			
T8.4	<b>Matching Funds</b> campaigns for the nominees of the FEDORA Prizes Biennale on the FEDORA Platform	- Prospection campaigns to find international donors to double the donation amount of the crowdfunding campaigns of the nominees of the FEDORA Prizes Biennale	<b>FEDORA</b> Matching Funders, Nominees of the FEDORA Prizes Biennale	COO  OTHER	No
T8.5	<b>Research and conferences on innovative ways of giving</b> (such as in the areas of crypto philanthropy and fundraising for sustainable, equal, digital projects)	- Research and benchmark analysis on the potential of crypto-philanthropy for the performing arts with FEDORA's network of volunteers and partner universities  - Roundtables and webinars on new ways of fundraising	<b>FEDORA</b>  Partner Universities  King Baudouin Foundation United States	COO  OTHER  OTHER	No
T8.6	<b>Research on possible financing architectures for the performing arts sector</b>	Analysis on possible new revenue streams such as loans and impact investment vehicles for the performing arts sector while consulting expert knowledge from diverse expert partners	<b>FEDORA</b> European Investment Bank Institute	COO OTHER	No

**Milestones and deliverables (outputs/outcomes)**

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS10	End of crowdfunding campaigns of the FEDORA Prizes Nominees	2	FEDORA	End of the crowdfunding phase of the FEDORA Prizes Biennale for the nominated projects using the online Transnational Giving Platform and setting up matching funds	Autumn 2022	Crowdfunding results and matching funds pledges, communications around the campaign

## FEDORA Platform Member Agreement – Year 1

Deliverable No  (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date  (month number)	Description  (including format and language)
D8.1	Report about new funding models	8	FEDORA	[R — Document, report]	[R-UE/EU-R — EU Classified]	Winter 2022	Report about new funding models (crowdfunding, matching funds, crypto philanthropy, Transnational Giving Europe) PDF file in English with data on funds raised through crowdfunding

Individual Work Package for financial support of Platform Member				
<b>Duration:</b>	01/10/2021 - 30/09/2022	<b>Lead Beneficiary:</b>	1-FEDORA	
<b>Objectives</b>				
<i>List the specific objectives to which this work package is linked.</i>				
<ul style="list-style-type: none"> <li>● Capacity-building of emerging artists and managers in the areas of sustainability, equality and digital transformation</li> <li>● Support financially this Platform Member in their promotion of emerging artists and new work</li> <li>● Encourage audience development of this Platform Member through the financing of local roadshows and communication campaign to drive change towards a more sustainable and inclusive society that harnesses the digital shift</li> </ul>				
<b>Activities (what, how, where) and division of work</b>				
Task No	Task Name	Description	Participants	In-kind Contributions

## FEDORA Platform Member Agreement – Year 1

(continuous numbering linked to WP)			Name	Role  (COO, BEN, AE, AP, OTHER)	and Subcontracting  (Yes/No and which)
T9.1	<b>Capacity Building for emerging artists and creatives in sustainability, equality and digital transformation as well as new management skills</b>	<p><u>Emerging artists of the Platform Members</u> can participate in the following made-to-measure training programmes <b>free of charge</b>:</p> <p><u>Sustainability</u> - a custom-made training programme in collaboration with an expert partner to integrate <b>sustainable practices</b> (i.e. in sets' manufacturing, deploying eco-design and circular economy approaches, processes and practices).</p> <p><u>Equality</u> - <b>workshops on equality &amp; diversity</b> set up by BPI - Business Performance Institute</p> <p><u>Digital Transformation</u> -a custom-made <b>training programme to develop their digital and media skills</b>, set-up by the IMZ - International Music + Media Centre</p> <p><u>Transformation Management</u> - Pro-bono <b>management coaching</b> to develop their communication, management and organisational skills set up by Variations International</p>	<p><b>FEDORA</b></p> <p>Platform Member</p> <p>Emerging artists and creatives</p>	<p><b>COO</b></p> <p>OTHER</p> <p>OTHER</p>	<p>Yes,</p> <p>Sustainability Expert Partner subcontractor</p> <p>BPI - Business Performance Institute subcontractor</p> <p>IMZ - International Music + Media Centre</p> <p>Variations International, in-kind contributor</p>
T9.2	<b>Capacity Building for the administrative staff of Platform Members</b>	<p><b>Flat rate support</b> for representatives of the Platform Member to participate in professional development forums to learn more about <i>sustainability, equality and digital transformation</i> to build awareness around the importance of these topics</p> <p>- <b>Pro-bono management coaching</b> to develop their communication, management and organisational skills set up by Variations International</p> <p><u>New Funding Models</u> - workshops about crowdfunding, matching funds, and pitch trainings set- up by FEDORA</p>	<p><b>FEDORA</b></p> <p>Platform Member</p>	<p><b>COO</b></p> <p>OTHER</p> <p>OTHER</p>	<p>Yes, subcontractor : Opera Europa</p> <p>Variations International, in-kind contributor</p>

## FEDORA Platform Member Agreement – Year 1

T9.3	Local in-person roadshows or online visibility & awareness campaigns	Flat-rate allocation for the organisation of an in-person event or online visibility & awareness campaign informing their local audiences about the Platform Member's sustainable, inclusive and digital transformation initiatives as well as innovative artistic projects or emerging artists	FEDORA Platform Member  Emerging artists	COO  OTHER  OTHER	No		
<b>Milestones and deliverables (outputs/outcomes)</b>							
Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification	
MS5	Sustainability , Equality Forum and Digital Forum in Spring 2022	3	FEDORA	We are expecting to organize an online/in-person I/hybrid forum around these three topics in collaboration with Opera Europa while hosting keynote speakers and encouraging participants to share best practices in these areas according to the forum's agenda that will be defined by FEDORA in collaboration with Opera Europa	April 2022	Registration list, communication materials and presentations shared on this occasion	
MS7	Annual Press Review and Partnership report	5	FEDORA	At the end of the year we publish a report with the press featurings and partner collaborations	July 2022	Press coverage and visibility in partner's communications	
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1	Presentation of training sessions and their impact for the artists	3	FEDORA	[R — Document , report]	[R-UE/EU-R — EU Classified]	July 2022	PDF file, in English

## FEDORA Platform Member Agreement – Year 1

	and managers on the FEDORA Platform						
D2.3.	Platform Member Roadshows and “Visibility & Awareness” Campaigns presented on the FEDORA Platform	2	FEDORA	DEC — Websites, patent filings, videos, etc]	[PU — Public]	July 2022	Website pages presenting roadshows and “Visibility & Awareness” Campaigns by Platform Members, in English
D6.2	Next Stage Forums Participation testimonies of emerging artists and managers Video	6	FEDORA	[DEC — Websites, patent filings, videos, etc]	[PU — Public]	March 2022	Video, in English max. 2 min length

FEDORA Platform Member Agreement – Year 1

**Appendix 3: Creative Europe logo and FEDORA Platform logo**

