



**EUROPEAN CAPITAL  
OF CULTURE**

**Pafos**

**European Capital of Culture 2017**

**Second Monitoring Meeting**

**Report by the Monitoring and Advisory Panel**

**Brussels**

**April 2016**

## Introduction

This report follows the meeting<sup>1</sup> in Brussels on 21 April 2016 between Pafos, one of the two European Capitals of Culture (ECOC) in 2017, and the monitoring and advisory panel (the “panel”). Pafos was selected in September 2012<sup>2</sup>; its bidbook is available on the Pafos 2017 website<sup>3</sup>. There was an informal meeting between Pafos and the panel in October 2013 and a first formal monitoring meeting in November 2014.<sup>4</sup>

The report is addressed to the Pafos 2017 Organisation and will be published on the European Commission’s website<sup>5</sup>.

## Attendance

The panel members:

Sylvia Amann and Cristina Farinha, appointed by the European Parliament 2015-2017

Jiří Suchánek and Tamas Szalay, appointed by the Council of the European Union 2016-2018

Ulrich Fuchs (chair) and Dr Suzana Žilič Fišer, appointed by the European Commission 2014-2016

Dr Elisabeth Vitouch, nominated by the Committee of the Regions 2016-2018

For Pafos 2017:

Dr Christos G. Patsalides	Chairman of the Board of Directors
Savvas Georgiades	Member of the Board of Directors
Marina Vryonidou	Chief Operating Officer
Georgia Doetzer	Artistic Programme Director
Anastazia Anastasiou	Communications and Marketing Officer
Terpsoula Vasou	Financial Management and Sponsorship Officer

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<sup>1</sup> European Capitals of Culture are governed by Decision 1622/2006 of the European Parliament and the Council. <http://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:32006D1622>

<sup>2</sup> [http://ec.europa.eu/culture/tools/actions/documents/ecoc/2017/panel-report-cyprus\\_en.pdf](http://ec.europa.eu/culture/tools/actions/documents/ecoc/2017/panel-report-cyprus_en.pdf)

<sup>3</sup> <http://www.pafos2017.eu/en/pafos2017-bid-books/>

<sup>4</sup> <http://ec.europa.eu/programmes/creative-europe/actions/documents/pafos-nov-2014.pdf>

<sup>5</sup> [http://ec.europa.eu/culture/tools/actions/capitals-culture\\_en.htm](http://ec.europa.eu/culture/tools/actions/capitals-culture_en.htm)

Also in attendance were observers from the European Commission (DG EAC).

### **Report from Pafos2017**

The Organisation submitted a detailed and comprehensive written report in advance of the meeting. The report outlined the current status of the project of the ECOC, including the current strategy, governance and management issues, the programme, the current and foreseen resources and the milestones for 2016. The report also outlined how the previous recommendations from the panel have been addressed.

At the meeting, the Pafos delegation made a presentation which included these points:

- The population in Pafos is grateful of the opportunities that the ECOC has given to the city, for example with regards to infrastructure projects and heritage protection but also to the activities programme that is already being implemented.
- The artistic programme includes 140 projects. The programme is under the motto "Linking Continents, Bridging Cultures" and organised in the three Thematic Lines already specified in the city's original bid-book: Myth and Religion, World Travellers and Stages of the Future under the overall "Open Air Factory" concept. In each of these lines there are subcategories. The programme "Travelling Stage" crosses all thematic lines.
- Out of the 31 projects of the bid-book, 20 have been retained and 5 reworked. Some have been disregarded for various reasons, explained in the progress report submitted.
- Out of the open call issued in 2014, 61 projects have been selected to be included in the programme. In total 89 new projects have been added to the programme, designed by the Artistic Team out of synergies on a national or international level. 80 % of all projects are already signed.
- The programme has a strong European Dimension, linking with heritage, other cities (including several ECOC, in particular Aarhus 2017) and European themes. Current themes such as conflicts, refugees, migration, xenophobia and integration have allowed expanding the European Dimension to the Middle East. Some examples are Red Hour, Life of the Dead, Travelling Embassies, Tales of Two Cities.
- The programme contains also a community involvement programme, through projects and events within the three themes. Furthermore, Pafos 2017 will be declared the national official school objective for the 2016-2017 school year.
- The legacy is being designed, including enhanced capacities of cultural operators leading to a sustainable cultural programme in Pafos. This dimension is also being devised in cooperation with Aarhus 2017 envisaging long-term collaborations. The actions in schools include not only information but also projects to be put in place by the schools themselves in the line of community building.

- The management and governance are on track. The financial support promised is being delivered according to schedule and some additional support has been secured. 60 % of the total budget is devoted to the programme, and some money has been left aside, as advised by the Panel, for last-minute projects that add value to the programme.
- The evaluation of Pafos 2017 will include a Cultural Barometer, with three indicators: cultural impact, social impact and economic impact. A volunteers' team will be in charge of helping with the evaluation.
- The infrastructure projects are progressing well and should be ready on time for their intended use. Nevertheless alternative plans are being devised for each case if delays occur. The unification of the archaeological sites, though not directly expected to be part of the ECOC programme, is intended only to be finished in the beginning of 2018.
- The marketing and communication goals include establishing the brand; communicating the importance of the ECOC and rebranding the city's tourist profile. The international tourism campaign has already been launched and new milestones are the promotion of the programme and the finalisation and promotion of the opening ceremony.

## **Discussion**

During the subsequent discussion the panel sought clarification on a number of issues and offered experience and advice. The following topics were addressed:

- Regarding the opening ceremony, explanations about the budget were sought for and the issue of keeping the attention of the public until the following highlight event was discussed. Pafos 2017 explained the budget and the need to keep an amount for unforeseen problems that might appear as events are placed in venues that are not known and still in construction. Thus alternative planning is essential.
- The events that happen every year should be aligned with the themes in the programme, though without necessarily implying financing from the ECOC. The Pafos 2017 team clarified how the budgets were shared in such cases.
- The structure is directly responsible for the opening, summer highlight and closure, and coordinates the rest of events in the programme with the view to ensuring full consistency.
- The current immigration issues are included in the programme and Pafos explained that this issue had been on the Cyprus agenda for a long time.
- The legacy plans were discussed. The artistic director gave examples of start-ups that are coming up with the help of the ECOC, including a new small cooperative of artists with a high quality programme. However, there is no incubator programme in place, the

ECOC structure helps mainly to make contacts. The President of the Board explained that audience development would be one of the more important points for legacy, as it has been limited in numbers and not used to cultural programming. Capacity building was also mentioned as a key outcome expected from the ECOC-year. While a budget for 2018 is not yet secured, there is a strong will that the current Organisation will remain and become a tool for implementing culture, avoiding though political interference.

- The collaboration between the Organisation and the municipality structures is going well, with regular meetings of staff. On the same line, the municipality has been willing to involve and collaborate with the Organisation for the refurbishment of the new cultural venues to ensure that future needs are covered.
- The panel wondered why the municipality had not sent any representative to the meeting. The team explained that this reflected the respect of the municipality to the Organisation that is implementing the ECOC project. The Pafos 2017 Organisation is indeed seen as an overarching structure above the political parties.
- On the budget, the timing for expenditure was discussed. The panel inquired about the budget for 2018 and about the sponsorship. The contributions in kind were explained by the Organisation, including hotel discounts, the cultural barometer and a part of the local communication expenses. The training to the services sector was mentioned by the Panel.

### **The Panel opinion**

The panel welcomes the explanations on the development of the programme, the pragmatic approach taken and the high number of new projects included in the programme while keeping most of the bid-book projects. The contracting of the programme projects is very well advanced and the panel congratulates the team for the effort and progress made in the last year.

The programme offers many elements of added value and demonstrates a strong European Dimension. The involvement of the Turkish Cypriot Community is very convincing and goes in line with the objectives of the City and the Citizens criterion. So do the projects with schools that are very well articulated with the collaboration of the Ministry of Education, very much appreciated.

The political backing to the project is very good and the panel encourages the municipality to continue with the good collaboration already established with the Organisation.

The panel reiterates that the Open Air Factory programme is a good strategy and is convinced that Pafos is a very good example of how a small city can put together a suitable programme to be a European Capital of Culture.

Most recommendations of the panel have been followed and the European Dimension and the City and the Citizens criteria have been respected and reinforced during the monitoring process.

Therefore, the panel recommends the award of the Melina Mercouri prize to Pafos 2017.

### **The panel recommendations**

In view of the last months of preparation for the ECOC year and to the year itself, the panel would like to make the following recommendations to Pafos 2017:

- Announce early enough the final calendar of the programme, in particular with regard to the tour operators' design of offer for 2017. The new tourism approach should be clearly communicated to them.
- Ensure that the necessary resources are in place and that the production capacities are enhanced where necessary. The contribution of volunteers should be made more concrete.
- Encourage the Municipality to appropriate the ECOC project during implementation to ensure long-lasting effects of the ECOC year and enhance legacy.
- Secure further budget for legacy activities. Legacy should pay attention to the creative entrepreneurship, for example via the creation of a network or other forms of business support, including suitable premises and internationalisation support, as the Cypriot market is small. A plan for the activities in the year after ECOC should be prepared soon.
- Prioritise the signature of concrete sponsorship agreements with the commercial sponsors to ensure contributions in cash. Even if these come at a later stage, they could be used for legacy activities. It is necessary to have a clear division about the expectations for sponsorship in cash and in services.
- Establish a strategy for managing the expectation of the audience between opening and the second opening, foreseen for the general public. Capitalise on the opening of infrastructure projects to feed these expectations. A clear programme and calendar for the activities after opening should be soon in place.
- Ensure that the budget foreseen for the opening is realistic and develop a plan B in case the venue is not ready in time.
- During the year, monitor audience development and take corrective measures if it is not working.
- Ensure the independence of the evaluation, which might be at stake as it is made pro bono. The evaluation should be external and objective.

- Ensure that the fact that the ECOC is a European Union initiative is made explicit in the communication activities and during the opening and other big public events.

The panel thanks the Organisation's delegation for their report and the open discussion and looks forward to a very successful year in Pafos 2017.