

**PROGRESS REPORT
MATERA EUROPEAN CAPITAL OF CULTURE 2019
SEPTEMBER 2016**

***FIRST FORMAL MONITORING MEETING
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A) STRATEGY

A.1) CURRENT STRATEGY AND LINKS WITH THE BID BOOK

The Matera 2019 cultural programme is a developing project which will take place over six years, in three phases:

- 2015-16 dedicated to the building and reinforcement of **skills**;
- 2017-18 dedicated to **co-production** and **preparation**;
- 2019-20 to the **delivery** and **distribution of the event**.

The programme does not end with the year of the European Capital of Culture but includes the **strengthening** of the legacy projects and the **distribution** in the 3-year period afterwards (2020-22).

Accordingly, the **communications strategy** to disseminate the cultural programme includes several intermediate phases during the years running up to 2019.

More specifically, our current strategy includes:

- Guarantee full operational capacity, starting with strengthening the Foundation staff, by identifying two key figures lacking in the Organizational Chart, i.e. the Cultural Manager and the Administrative and Financial manager, to be chosen via two international calls published in September. Recruitment will take 30-45 days (pages 12, 21);
- Strengthen the identity of the Foundation by setting up the Scientific Committee tasked with verifying to what extent our actions are in line with the degree of innovation set out in the Bid Book, but also to provide further strong stimulus to the project legacy (page 11);
- Completion of the taxonomy of projects according to the 4 production models identified, combining the needs for activities and the administrative actions required, and defining the tasks of the actors who made proposals during the bidding process;
- Continuing the capacity building activities successfully launched in June 2016, making it one of the crucial activities for from now until 2019 (page 14);
- Use the Open Design School (ODS) - triggered through an international workshop in September 2016 - as the platform for a sustainable and innovative construction of Matera 2019 programme (page 14);
- Start by 2016 the I-DEA project in collaboration with University of Basilicata to identify new ways to how interpret the past (page 15);

- Work out the concept of community tourism in order to try to construct a serious alternative to mass tourism.
- Identify all the possible activities to be carried out with the city of Plovdiv based on our respective Bid Books and regular meetings, and finalise a precise identification strategy for artists, ECOC s and creative European institutions, with whom set up partnerships and coproduction agreements;
- Reinforce the Foundation identity to ensure that it is increasingly seen as the body responsible for the implementation of the cultural programme in the Bid Book;
- Multiply actions involving citizens so as to reinforce the position of the Foundation as a platform and opportunity for citizens, associations and other public and private entities and not a distant and separate entity taking decisions over the citizens' heads.

After almost one year of discussions about the role and governance of the Foundation and contents of the Bid Book, the situation today is now much clearer and settled:

- The President of the Foundation, appointed in February 2016, is highly committed to the project; the fact that she is also Rector of University of Basilicata makes her entirely *super partes* and able to involve other qualified resources;
- The National Government appointed a reference person for Matera 2019 project reporting directly to the Prime Minister and working with a Director of the Ministry of Culture and Tourism, in order to ensure that Matera 2019 is a driver and example for a series of activities which the Government considers strategic for Italy and Mezzogiorno; the Ministry of Culture and Tourism (MIBACT) has allocated the 11 million euro funds envisaged in the Bid Book and works closely with the Foundation;
- the Basilicata Region has made available an administrative task force to work with the Foundation to define a precise timetable up to 2020 of the financial resources already allocated at the moment of the setting up of the Foundation which now need to be made available and accounted for, with manageable cash flows/by specifying clear cash flows and reporting rules;
- the regional creative community, the core of the candidacy, respond with enthusiasm and participation to the capacity building activities;

- a group of authoritative people exists at the national and European level who are willing to work for the success of Matera 2019 because they believe in the exemplary nature of the project and the tangible development opportunities for the territory; primarily they are in the Scientific Committee which includes such prestigious names as Doris Pack, Bob Palmer, Felice Limosani and Riccardo Luna.

Despite all these positive aspects, some difficulties have been encountered; these too have become clearer. They are listed below and will be faced as soon as possible in order not to undermine the ECoC challenge.

Above all, we have to:

- create new confidence by triggering a number of coordinated actions by the City and Regional Authorities, the University, the Chamber of Commerce, Government and the Foundation and by highlighting the many positive actions being carried out together;
- realizing a physical and virtual urban center in which to tell the story of the underway transformations in the city and the Matera 2019 projects. A center already exists for this purpose but it has yet to be given all the services required;
- involve the Government and MIBACT in the strategy of Matera 2019 marketing, using the opportunities the nationwide Chambers of Commerce and Confindustria (the Association of Industries) can and want to provide. The paragraph on the marketing plan suggests visiting the provincial offices of Confindustria in order to find 19 partners of the Foundation, 9 in the South, 5 in the Centre and 5 in the North of Italy, which share values and vision in line with the Bid Book.

A.2) MATERA 2019 AS PERCEIVED BY THE COMMUNITY AND MEDIA

Since the second half of 2015, the perception of Matera 2019 has changed little. Under the umbrella of the “European Capital of Culture” brand, media attention was paid not to the activities of the Foundation or to the implementation of the Bid Book, but shifted its emphasis on 2019 as a great opportunity for Matera and Basilicata. At the regional and national level, the debate has focused on physical infrastructure and the enormous need for economic resources.

For several months, the Foundation was the site of strongly contrasting views which delayed the development of the projects included in the Report presented to Brussels in September 2015. Specifically, a debate raged over whether or not to continue using the logo adopted for the candidacy. Despite the decision to call for proposals for a new logo in December 2015, with over 400 designers and artists taking part, the City Council decided by unanimous vote to continue using the old logo. This stopped a marketing initiative based on the new logo closely associated with the “Open future” slogan; the fund raising plan was consequently not carried out. The discussion in the city about the logo and the confusion regarding the role of the Foundation as the driver of change and development in Matera and Basilicata had a negative impact on public opinion in the Region.—With the appointment of the new President, this perception started to change also following the launch of the capacity building activities which put new energy into the regional creative scene. Credibility to the level immediately after the successful candidacy needs to be restored quickly, with the confidence of citizens, companies, potential supports and sponsors. A billboard and viral advertising campaign is under study and partly ongoing, able to correct the opinion of disappointed citizens and to explain to them that the essential role of the Foundation is to drive change in cultural and social systems, with functions that differ from those of City government.

Leaving aside the local discussions, national and international communications have achieved very good results. At the beginning of 2016, the New Year celebrations organized by RAI and Basilicata Region in Matera had a very wide TV coverage, with a strong media impact increasing tourism in the first half of 2016. Foreign newspapers continue to report positively on Matera as a city turned on its head, with a unique history and traditions (see for example articles on Vogue, Wall Street Journal, Suddeutsche Zeitung). This coverage needs to be integrated with a vision of the future, involving innovation and enhancing the relations between the past and future, as set out in the Bid Book and as required to attract investors and talent, two of the intangible legacies included in the candidacy which are to be delivered.

B. GOVERNANCE

In January 2016, the study on the governance and organizational structure of the Foundation was finalized by Professor Argano, with the supervision of Professor Palmer, based on meetings and interviews with members of the Board of Directors.

In February 2016, the Articles of Association were amended, extending the scope of the Foundation and enlarging its scheme of governance.

At the end of February, the Rector of University of Basilicata - Professor Aurelia Sole - was appointed as the new President of the Foundation.

After the meeting with the Delegation of the Monitoring Committee in Matera on 14 March 2016, the Foundation worked on establishing a form of governance to be in line with the Bid Book, taking into account the recommendations of the above-mentioned study, so as to specify the new functions to implement additional activities with an extra budget respect to the budget allocated and scheduled until 2020 to implement Bid book projects (see below).

In addition, the Foundation has continued to work in compliance with the phases set out in the Bid Book both in terms of completing the staff and the start-up of 2016 projects, in compliance with the laws and regulations of Italy governing civil works, tenders and spending.

During this phase, a Coordination Committee was set up with the involvement of the Italian Government. Below are set out details regarding governance as approved on 18th July 2016 reflecting this broadened scope.

B.1 GOVERNANCE

The Governance of the Matera 2019 Project involves the contributions of many institutional actors, at the European, national, regional and city levels.

A central role is played by the Matera 2019 Foundation, which promotes and manages the soft part of the overall project, making Matera and Basilicata a new model for development and an example to be followed by the many underprivileged areas of the Mediterranean area. Reaching such an ambitious target will be possible only if the Foundation works flat out from now until 2020 and all the institutional actors make an extraordinary contribution producing a result with significant impact from 2017 to 2019. Similarly, the long-term implications of the project will need to be valorized, and this requires a strategic vision of the project.

DEFINITION OF THE ROLES AND RESPONSIBILITIES OF THE VARIOUS INSTITUTIONAL ACTORS INVOLVED AND THE CENTRAL ROLE OF NATIONAL GOVERNMENT

The Matera 2019 Project is one of few priority projects identified by the Prime Minister. These projects are continuously monitored and supported by the Central Administration, in order to enhance their impact on the country and their international reputation and effects.

At the level of central Government, the Prime Minister's team of economic advisors guarantees optimum coordination and the involvement of all national actors with a stake in the overall project, ranging from the Minister for Transport Infrastructures to the State Railway Company and ANAS (the state company for building roads) who are the leading infrastructure actors up to MIBACT, the State Land and Property Agency and UNESCO for Italy. Worth mentioning is the coordination with the other 18 candidate cities for the title of ECOC that will work with Matera to create new approaches and policies to enhance medium-sized Italian cities and bridge the growing divide with metropolitan areas.

The Prime Minister's office, in close interaction with MIBACT, *primus inter pares* among the institutions involved, promote a monthly project review with the Coordination Committee, either in Rome or Basilicata, featuring on a case by case basis all the actors involved, to establish the progress that has been made and to prepare for the challenges to come. Every effort must be made to overcome the infrastructural deficiencies that, in view of the little time available, are becoming increasingly critical. A 3-year works schedule is to be drawn up and this will be the yardstick against which to measure progress.

The Matera City Authority, the key figure for the success of the Project, intends to immediately and significantly strengthen its Technical Department, in light of the amount of extraordinary work in terms of cultural and social infrastructure for Matera 2019, urban transports and tourism hospitality facilities in the period from 2016 to 2020. The City Authority is to appoint the heads of the technical structure able to direct day-to-day operations and to interact with the technical experts of the other institutional actors.

The Basilicata Regional Authority and Matera City Authority will stipulate agreements with National agencies in order to speed the implementation of the projects under the government umbrella.

In addition, the Basilicata Regional Authority will make Matera 2019 the focus of its tourist promotions, including the Matera 2019 Project in the strategic nationwide tourism plan.

In turn, the fundamental mission of the Foundation is to implement the Bid Book. In addition, it may also carry out additional cultural and artistic events not included in the Bid Book, to support the project during the 2016-2020 period, with a dedicated additional budget over and above the allocation for the Bid Book.

GOVERNANCE OF THE FOUNDATION

The President will have two new staff members under her, outside the hierarchical structure of the Foundation.

Supervisory Board

Three administrative experts will be identified from among the general secretaries and administrative managers of local administrations. Every three months they will carry out a *review* of the administrative procedures and deeds, but it will also be possible to consult them beforehand in relation to the implementation of particularly complex procedures. They will work without salary or fees and will only be refunded their expenses.

General Secretary

The General Secretary, a member of the President's staff, supporting her in relations with other local institutions, has the role of guarantor and the duty to ensure the operational control of the activities of the Foundation in close conjunction with the Director responsible for implementing the Bid Book and the Artistic Director, similarly to the General Secretary of a city administration.

Specifically, the General Secretary:

- supervises and verifies administrative and management activities before and after they are carried out. Generally, the responsibility for the administrative procedures will be up to the Directors, but at the request of the Board, the General Secretary may take over this function in particularly complex cases.
- activates and monitors public procedures for the purchase of goods and services which, at the request of the Board, can be directly managed by him/her.
- puts forward to the Board regulations governing financial reporting, monitoring and evaluation. He/she is responsible for transparency and fighting corruption, and works with the relevant national entities for these functions.
- supports the work of the Board of Trustees, the Board of Directors and the Auditors Board.

To carry out the above-mentioned activities and any others the Board wishes to make him/her responsible for within the framework of audit, control and administrative support activities, the General Secretary can rely on the administrative structure of the Foundation and put in place agreements with the administrations involved (e.g. the City, Invitalia, the Region and so on).

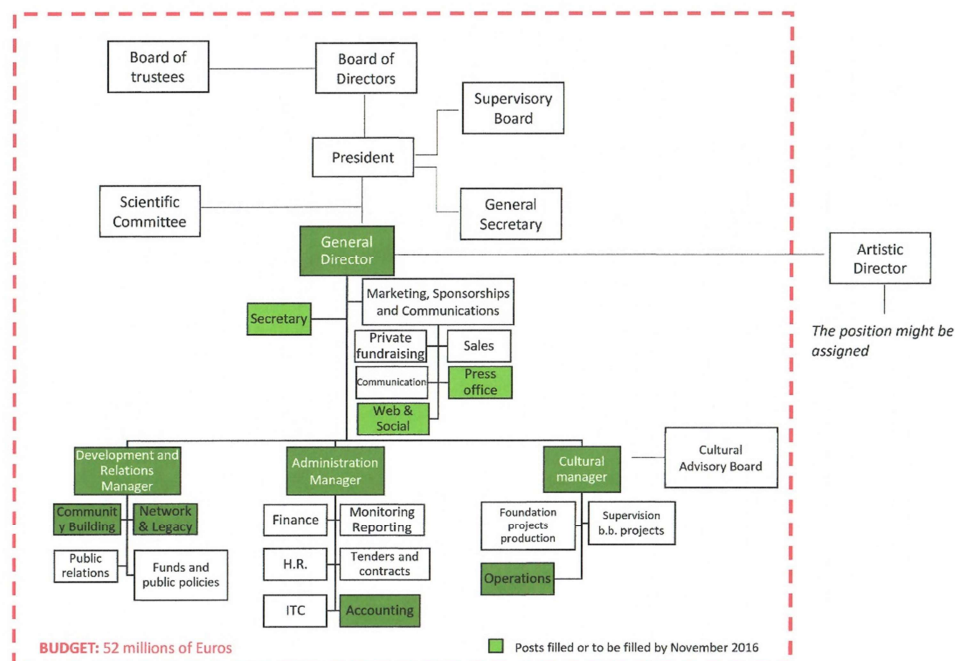
Director of the Foundation responsible for the implementation of the European Capital Project

As specified by the European Commission, the Director of the Bid Book must work within a framework in which there is a separation between the “political” activities of the Foundation, its management and control.

Therefore, the Director of the Bid Book manages and organizes the implementation of the Bid Book with the entire budget allocated (see point D.1), as agreed with the Board of Directors.

The Director of the Bid Book ensures coordination with the other activities of Italian and European cities involved in the 2019 project.

The organizational chart with the Director at the head is as follows (posts filled or to be filled by November 2016 shown in green):



The Director of the Foundation responsible for the *implementation of the European Capital Project* (Paolo Verri) is head of all the Foundation personnel.

Artistic Director for activities outside the Bid Book

The Foundation may assess the possibility to set up the function of Artistic Director for activities that are not described in the Bid Book. In such a case, the Artistic Director would have a budget as specifically established by the Board, and would select and carry out artistic/cultural initiatives not included in the programme of the Bid Book to enhance the role of Matera and Basilicata, in a complementary way in relation to the Matera 2019 Bid Book. Upon his/her appointment, following the policy guidelines of the Board, the Artistic Director will submit a programme of activities within 30 days, organized on a project basis, which the Board will examine and approve, making tangible and intangible resources available for the realization of the activities.

In carrying out the activities, the Artistic Director works alongside the Director of the Bid Book.

If the Board so decides, after consultation with the Coordination Committee, he/she may be supported by the technical structure under the Director of the Bid Book and the personnel from the City or Regional Authorities and from other public agencies agreed by the Board.

Open Future Scientific Committee

Governance includes an **independent Scientific Committee** tasked with helping the Board of Directors and Foundation staff to read and interpret how Matera 2019 projects should be carried out within the Open Future framework to strengthen the legacy of the event in terms of both attractiveness and sustainability. The members of the Scientific Committee were appointed by the Board of Directors on the recommendation of the Director in July 2016 and include the most highly-qualified European and Italian experts with skills and a cultural and intellectual vision in line with Open Future aims. They are:

- Doris Pack, a politician, MEP from 1989 to 2014, President of the Culture and Education Commission of the European Parliament since 2009 and an expert in cultural policies and European integration;
- Felice Limosani, an interdisciplinary creative designer, with special expertise in promoting artistic partnerships with private companies;
- Robert Palmer, former Director for Glasgow 1990 and Brussels 2000, author of the Reference Document for all European Culture Capitals and consultant for many ECOs;
- Riccardo Luna, journalist of "stories ideas and people changing the world" and a promoter of transparency and political participation via the web

Pending the addition of an internationally renowned female scientist.

The kick-off meeting, in the presence of the Board of Directors, took place on 22th September, and set out the work to be carried out over the next four years to support and disseminate the activities of Matera 2019 in the most innovative sectors.

B.2 ORGANIZATIONAL STRUCTURE

As stated above, the Foundation has continued its work in compliance with the phases set out in the Bid Book both in terms of completing the staff and on the organizational structure, implementing many of the study recommendations.

Specifically, on 29th September 2016 two open calls were sent out for the positions of the Cultural Manager and of the Administration and Finance Manager, expiring on 31st October 2016; the positions should be filled and the appointees in place by November 2016.

For updates, see section D.

B.3 MONITORING AND EVALUATION

The monitoring group is being set up. It will include University of Basilicata and Professor Bianchini, a former member of the Scientific Committee for Matera 2019. The monitoring plan will be drafted by December 2016 and the first data collection will be released by June 2017.

Special attention will be paid to the monitoring of the quantified objectives set out in the Bid Book regarding cultural citizenship, the European dimension, capacity building at the systemic level, the visibility and international positioning of Matera, etc.

Part of the baseline data used to measure changes refer to the extended survey carried out in July 2014 and to sector studies.

The call for bids regarding evaluation is being prepared and will be ready by January 2017. There will be two interim assessment reports: the first by December 2018, the second by the end of December 2018 and the final evaluation at the end of April 2020.

All the research will be disseminated in open format for easy use and sharing by all the actors, researchers, investors and policy makers involved.

C. PROGRAMME

C.1 OVERALL PROGRAMME AND ONGOING PROJECTS

The cultural programme presented in the Bid Book remains unchanged, with the exception of some projects being merged and the reduction of the Clusters, which were too numerous.

As can be seen in the attached table, the programme includes 5 themes from the Bid Book (Ancient Future, Roots and Routes, Continuity and Disruptions, Reflections and Connections, Utopias and Dystopias); each theme will comprise about 8-10 artistic/scientific projects and 1 large exhibition which will punctuate the beginning of the period during which the theme is featured in 2019.

The two pillar projects are the Open Design School and the I-DEA, both triggered in 2016. They will serve as platform to foster discussion and act as a permanent store for the work carried out, and hence as the lasting legacy of Matera 2019.

As discussed and shared with Plovdiv 2019 colleagues and as analyzed in the study carried out on governance and implementation schemes, 4 models for project realization were identified:

- 1) projects carried out directly by the Foundation (i.e. the horizontal projects);
- 2) co-produced projects (broken down into two large groups: those co-produced with national and international public institutions, and those co-produced with local, national and international private actors; for the latter, special attention should be paid to the identification of partners);
- 3) projects carried out by third parties to be selected via a call, with the partial or total funding of the Foundation;
- 4) projects under patronage.

By the end of 2016, the Foundation will place each project under one of the above categories, will allocate each a specific budget and define its relationship with the capacity building activities, which are pivotal for the construction and legacy of Matera 2019 is based.

In the Annexes an overview of the projects is shown.

Capacity Building

The capacity building programme began in 2016 with the analysis of skills and resources of the region, by distribution of a questionnaire to as many as 122 actors and meetings between creative people and Fitzcarraldo Foundation, appointed to carry out the preliminary study.

Based on the needs emerged from this study, between June and July 2016 the first two workshops were designed and carried out, both attended by over 100 socio-cultural organisations from the territory. The meetings took place over two days, characterized by the presence of international guests, case histories chosen from European and regional examples of excellence, and workshops on innovative solutions. Activities took place in the two creativity centres located in different areas of Basilicata. The first meeting (28th-29th June) was focused on the topic of contents production while the second (14th-15th July) explored the audience engagement under different viewpoints.

Starting from October, build-up meetings will take place until the end of April 2017 to select and create three categories of operators for the implementation of Bid Book actions:

- **Matera ChangeMakers**, a team of highly motivated and skilled producers who have a strong link with the region and the South of Italy, who will work on the Matera 2019 projects (both managed by the Foundation or coproduced externally).
- **Matera Links**, audience developers who will bring the Matera 2019 initiatives to potential target groups, involving and actively engage the different audiences, and acting as a bridge between permanent and temporary citizens.
- **Matera Public Service**, public officials able to adopt development strategies for the territory based on culture (cultural planning), able to provide a flexible response to the cultural initiatives of citizens.

Open Design School

In 2016 the Foundation launched the Open Design School, one of the cornerstones of Matera 2019, the first design school in Europe founded on the principles of open culture. Through open calls 15 participants were selected, along with 2 coordinators and a scientific manager for the first ODS intensive workshop, currently under way (1st September to 21st October).

The workshop is based on an interdisciplinary work carried out by architects, engineers, interaction designers, lighting designers, visual designers, sound designers, artists, carpenters and video-makers, 1/3 coming from all over the world, 1/3 from Italy and 1/3 from Basilicata.

The aim of the workshop is to develop the concept of a highly innovative performing arts venue in

an eighteenth-century quarry (Cava del Sole) where some of the activities for Matera 2019 will take place. Furthermore, the workshop also aims to help design the future headquarters of the Open Design School and of the Foundation in the Sassi of Matera.

As a result of the workshop, the Matera City Authority will issue a call for bids based on the recommendations of the workshop for the Cava del Sole quarry as the principal site for the performing arts in the Matera 2019 project; the quarry will be one of the entrances to the city for visitors in 2019. The area of the Open Design School will cover an area of over 1500 square meters in the heart of Sasso Barisano, closely connected to the recently inaugurated Casa di Ortega and near the area normally used for the exhibitions organized by La Scaletta. It will be an essential example of a creative district stimulating the entire design and craft cluster, networking with the most innovative European and international hubs, and providing an alternative use for the Sassi, otherwise condemned to be the site solely of fragmented tourism infrastructure.

At the same time, Joseph Grima will develop the details of the strategic plan for the Open Design School for the 2016/2020 period, defining its methodology, plan of activities, access mode, an international partnership network and a business plan.

The results of the first workshop and the schedule of activities for the Open Design School will be presented in November 2016.

The funding for the start-up of the Open Design School is of 320,000 euros.

IDEA – the Demo Ethno Anthropological Institute

For the first segment of the I-DEA project, the Foundation has made an agreement with the University of Basilicata in order to set up an international Scientific Committee and hold an international conference in Matera, by December 2016, dedicated to the design of innovative museum systems using new technologies, based on the use of jointly created archives digitized under Creative Commons license. Speakers will include the Directors of European museums and archives, experts in creative commons, local and international curators and anthropologists. Starting with a review of the latest trends and best international practices, the conference will provide the insight to the Scientific Committee for defining a Masterplan of Idea.

Finally, an initial work of gathering, filing and digitalizing archives with the prototype of digital contents to be made available in an exhibit dedicated to the history of the uprooting of the Sassi and the construction of the outskirts of Matera in the 1950/60s.

The funding for the start-up of IDEA is of 280,000 euros.

OTHER ONGOING PROJECTS

Future Digs

Between March and April 2016 two Future Digs events took place. This is one of the projects in the Bid Book intended to develop a series of philosophical reflections on the important themes of the candidacy open to large audience and to schools. The first event, dedicated to Science, featured Mauro Ferrari, one of the world's leading experts on nanotechnology for medicine, who has studied the impact of new technologies on the life of communities. The second event was dedicated to literature. On 23 April, World Book Day, with the 400th anniversaries of the deaths of Cervantes and Shakespeare, the leading actors in reading and writing in Matera, including the Provincial Library, were in direct contact with Wroclaw, that day the World Book Capital, and a series of actions relating to reading involved over 1000 people throughout the city.

Materadio

Starting with 2011, Matera has worked closely with the national broadcaster RAI, hosting the radio event Materadio organized by RAI Radio3, an important opportunity and national/international showcase for European co-productions. The 2016 edition, from 23-25 September, is entitled "Utopias and dystopias" a reference to the 500th anniversary of the publication of Thomas More's Utopia and a direct reference to the theme of the same name set out in the Bid Book for Matera 2019. The sixth edition of Materadio will be characterized by a number of events coproduced with citizens and, for the first time, "Materadio off", promoted by local cultural associations.

C.2) EUROPEAN DIMENSION. WHAT HAS BEEN DONE AND WHAT IS BEING DONE

The strategy aimed at strengthening the European dimension of the Matera 2019 programme includes the following:

- exchange, sharing of and learning from the practices of other European Capitals of Culture: in addition to the ECoC meetings in Aarhus 2017 and Wroclaw 2016, the visits to Mons and Leeuwarden in December 2016 and the 5 working days with the Plovdiv team in Matera in July were particularly useful. We went into details about coproduction schemes, models of governance and organizational set-ups, about how to entrust projects externally, capacity building activities and fund-raising plans.

The Matera 2019 community model proved to be of great interest, as did the web team and distribution models for cultural products among the ECoCs;

- the European network: since the organization in April 2015 of a meeting of ECoCs dedicated to communication, Matera 2019 has pushed for the creation of a European network of ECOCs acting as an open platform in important sectors such as fund-raising, the mobility of artists and producers, capacity building and communication. On the basis of the agenda for Aarhus in June 2017, Matera proposed to develop the part of the candidacy project for Creative Europe dealing with communication, which includes the opportunity to sign for all the ECOC one single media partnership with TV/radio and digital platforms and to create a website and newsletter informing readers of what's going on in the past, present and future ECoCs.

- At the same time, Matera strengthened its cooperation with European Culture Capitals in relation to specific projects: with Wroclaw 2016 during World Book Day; with Leeuwarden 2018 and Aarhus 2017 a joint project will be presented via Interreg called Dark skies; with Pafos work was carried out with artists from Basilicata on a project concerning Land Art.

- Cooperation with European networks such as In situ and Nemo was also strengthened.

Relations were also set up with the Greek city of Kalamata, in Ireland (with Galway and Limerick in particular), in Romania (with Cluji in particular) and with Croatian cities (Rijeka and Dubrovnik) for the exchange of good practices in the construction of the candidacy process.

The European dimension of ongoing projects is as follows:

- Within the ODS framework, we selected participants throughout the world (Brazil, Portugal, Poland, Holland), we invited experts such as Thomas Lommée, Ian Boelen, Guan Lee, and we established links with the Eindhoven Design Academy, Z 33 and Open Infrastructures.

- Under Materadio 2016 a coproduction was realized with Fura del Baus and a work on migrations was realized with the Mediterranean radio stations belonging to the COPEAM network;

- within the framework of Idea, relations were set up with the Rijksmuseum in Amsterdam through the Dutch Embassy;

- for Matera Changemakers, exchanges and focus groups took place at the European level (Wroclaw, San Sebastian, Tallinn, Plovdiv, Rijeka, Idea Stores-London)

- for the Basilicata Fiorita / Gardentopia project, work was carried out with experts from Wagon Landscape in Marseilles and Paris and with Alex Wilde from Glasgow.

Collaboration with Plovdiv

In 2019 Matera will share the title of European Culture Capital with the Bulgarian city of Plovdiv, which won with the slogan "Together".

In July 2016, a delegation for Plovdiv 2019 comprising Svetlana Kuyumdzhieva (Artistic Director of Plovdiv 2019), Gina Kafedjian (Project Manager) and Ivanova Radost (Marketing Director) worked for 5 days with the Matera 2019 team to build up a work plan. In particular:

- dates were agreed for the opening and closing ceremonies and for the meetings with the ECoC family, to be hosted by Plovdiv and Matera in 2018;
- after the monitoring meeting in Brussels, scheduled for 12th October 2016, a presentation will be made by the two Foundations to the international press and cultural operators;
- joint digital and conventional communications were agreed; starting from September, for example, a monthly newsletter will be issued in Italian and English for Matera 2019 and in Bulgarian and English for Plovdiv 2019;
- it was decided that integration between the projects will include the build-up and educational phases, with cultural operators working increasingly with schools and Universities on the research and production of contents;
- projects connecting Matera and Plovdiv (e.g. the BalkanRoute and Bread Route) were discussed for 2017 and 2018;
- starting from September 2016, the main areas of cooperation will include a design workshop for the ROM district of Stolipinovo carried out by a theatre performer from Potenza and Rita Orlando from Matera 2019 Foundation, The Tobacco City project in Plovdiv, capacity building and networking, digitalization and exchanges of work placements;
- the two teams will meet at least quarterly to ensure that the connection between the cities is not theoretical, but real and practical. The next meeting will take place in Plovdiv in November 2016.

EU-Japan Fest

For over a year, we have been working with the Eu-Japan Fest Committee.

In January, the Director General of the Committee, Shuji Kogi came to Matera when he met the Mayor and established relations with the city. In the coming months, he will return to Matera for the preliminary examination of the potential collaboration programmes.

In February, our “goodwill ambassador” Alberto Giordano, responsible particularly for relations with the Eu-Japan Fest Committee, was in Tokyo for the General Assembly, during which over 500 Japanese artists and cultural organizations were able to hear about the programmes of the future ECoCs, up to 2019. At the end of the meeting, over 200 artists and cultural organizations presented proposals to Matera for events or cooperation/coproduction projects.

We have already presented the “Breathing Earth” project, included in the Bid Book, which involves the work of the Japanese artist Susumu Shingu, known throughout the world for his sculptures, which move with the wind and water. The idea is to create an international location for multidisciplinary, artistic, scientific and didactic research, with the ultimate aim of fostering a better understanding of nature and how to preserve it.

C.3) CITY AND CITIZENS

The two most significant projects relating to the City and Citizens dimension are the Basilicata Fiorita / Gardentopia and Lumen projects, symbols of the direct involvement of various groups of citizens in the production of culture. But activities in the city continued throughout the year: in addition to the Lumen project started in occasion of the New Year’s Eve in 2016 with coverage by Rai, every three months a public event was staged in close cooperation with the cultural and social associations in the territory.

During the Festival of Europe, on 9th May, at Palazzo Lanfranchi, we organized an event featuring over 300 youngsters on the topic of Europe and its furthest flung regions.

During the European Music Festival of 21st June, with over 30 local associations, we organized a collective event dedicated to producing an entirely sustainable concert, with the work of solely local craftsmen.

Basilicata Fiorita/Gardentopia

As stated above, Basilicata Fiorita/Gardentopia is one of the projects that exemplify the increasing role of the community as driver of the socio-cultural project for Matera 2019.

In 2016, the project took shape with the design and realization of community garden projects in 4 abandoned areas in Matera and Potenza, by residents working formally and informally in groups together with European and Italian artists, landscapers and designers. Specifically:

a wiry group of mothers in Matera (so-called MOM - Mamme Materane all’Opera), working with Linaria of Rome, created a green area for mothers, the elderly and kids; a school in the social house district is working with Atelier delle Verdure of Milan to create a green area where the children can stare the stars and appreciate “the beauty of whiling the time away”. The third project involves a group of local young designers and the artist Alex Wilde, who are conceiving a summer arena made of sheaves of corn, together with a dance space in order to construct the social identity of the district. Finally, a group of retired people from the Trade Union, together

with youngsters from Potenza Ribelle, has given back to the district a garden and a basketball court under the lead of Wagon Landscape, a French collective with a track record of rejuvenating and revitalizing the banlieues of Marseilles and Paris. All the work includes the involvement and awareness raising of the inhabitants of the district – from schools to parishes, from centers for the disabled to scouts, from the University of the Elderly to associations working with recycling and reuse. 70 young agronomy students and landscapers from throughout Italy are also involved, working on a voluntary and self-funded programme with University of Basilicata and Milan Politechnic on creating gardens in Matera in the months of September and October 2016.

The Foundation also played a role in changing the attitude and approach of the institutions and bureaucrats towards active citizenship; new cooperation agreements enabling citizens to work side by side with City Authority administrations on public sites were designed.

In addition, training courses were carried out, with theoretical lessons and practical field work, and including a visit to Italy's gardens, with trainers from University of Basilicata and landscape architects from a number of Italian regions, who suggested, showed and discussed ways for citizens to transform uncultivated spaces, take care of them and use them as social spaces.

The Basilicata Fiorita project will be the special guest of the Public Space Biennale which will be held in Rome in 2017, representing good practice in Italy, as recognized by the National Institute of Urban Planning (INU).

Lumen

Lumen is a project in the Bid Book for Matera 2019 dedicated to the production of art works and artistic projects through an ancient tradition of festive lighting projecting this tradition into the future, to include lighting architecture in all city districts, whether central or in the outskirts. For Christmas festivities in 2015, as requested by the Matera City Authority, the project was activated by the Matera-Basilicata 2019 Foundation via a series of initiatives involving citizens directly in laboratories for the self-production of lighting. The prototype of the lighting created, with instructions about its construction, was published online and can be created by whoever wishes to do so, making the event a significant collective experience.

The second edition of Lumen will be extended to include the whole of the Basilicata Region, increasingly involving citizens in the construction of new lighting in compliance with the criteria of sustainability and collective experimentation.

D. RESOURCES

D.1 HUMAN RESOURCES

At the top level the Foundation has hired a Director General and a Development and Relations Manager. On 29th September two public calls were published for the recruitment of the Culture Manager and the Administration/Finance Manager, with deadline of applications on 31 October 2017. In November the two Managers will be appointed and in this way all positions of management responsibility will be covered in the 3 areas: 1) administration and finance; 2) production and coordination of cultural projects; 3) development and relation.

Foundation staff also includes:

Claudia Di Perna, Assistant to the Director and Secretary General, Raffaella Pontrandolfi, Digital Communications Manager (both hired, with fixed term contracts, in 2015);

Rita Orlando, Development Area - Europe; Massimiliano Burgi Development Area – the City and Citizens; Antonella Buono, Administration – accounting and procurement; Rebecca Raponi Cultural Area – implementation of events. In July 2016, these employees – recruited until then with short-term contracts – were given long-term contracts.

Serafino Paternoster (Press office, about to be transferred from the Basilicata Regional Authority to the Foundation).

In addition, the Foundation team includes people working on specific projects (e.g. a scientific manager, tutors, participants and administrative support for the Open Design School), selected via specific open calls.

Therefore, the Foundation has a solid team of employees with long-term contracts and detailed job descriptions, which will be significantly strengthened by the 2 Managers.

Additional staff members will be required for the workload next year. The study of governance completed in January 2016 indicated the job descriptions and recruitment requirements for 2017: one junior Marketing Manager, between three and five managers for project clusters, one officer for contracts and procurement, 1 officer for schools and citizens information, 1 secretary.

Some of the above figures could be recruited through the Matera Changemaker and Matera Links activities. Members of the Cultural Advisory Board are also be identified next year.

In subsequent years staff additions will be as follows:

year	2016	2017	2018	2019	2020
Staff	11	20	30	75	12

This reflects the progress of the programme, as follows

- 2015: principal focus on studies and actions guaranteeing the operational capacity of the Foundation and executive planning as well as the consolidation of networking;
- 2016: principal focus on build-up and the start-up of pilot projects by project clusters;
- 2017-18: focus on coproduction actions and communications/distribution of the event;
- 2019: delivery of the event.

D.2 FINANCIAL RESOURCES

As shown in tables 1, 2, 3 enclosed in the Annexes, the Matera 2019 Budget has been confirmed both as a whole and as broken down into the three main cost categories (projects, communication and human resources/overheads).

In terms of expenditure, the breakdown of the operational budget into the three main cost categories (projects, communications and human resources/overheads) is unvaried, with only a slight difference over the years. A 5% contingency is included for each category.

In terms of resources (tables 4-5), the solidity of the Foundation budget has been strengthened by the allocation of the Government funds, guaranteed by the Franceschini Decree dated 1st May 2016. The Decree granted 28 million euros to Matera 2019: 17 million euros to the City Authority for cultural infrastructures and 11 million euros to the Foundation for the implementation of the Bid Book, broken down over the years as shown in table 4. Through the intense work of the Foundation with the Ministry of Culture, an agreement is being finalized to implement the Decree, which should become operational in December 2017, identifying the Foundation a direct recipient of the funds.

The budget confirms the allocation of 25 million euros from the Regional Authority (Resolution no. 1040 dated 3rd September 2014) and 5 million euros from y the City Authority (City Authority Resolution no. 44/2014). On this basis of specific detailed project fiches presented each year by the Foundation, in 2016 the Basilicata Regional Authority allocated 700,000 euros and the City Authority 600,000 euros (for the start-up of the ODS and Idea projects). The Regional Authority has also admitted to the European Social Fund the programme for capacity building associated with the Matera Links and Changemakers projects.

The Inter-Institutional Working Group comprising the Planning Office of the Regional Authority, the City Authority and the Foundation is completing its work aimed to define the financial timetable up to 2020, identifying the sources of European funding (ESF, ERFD and EAFRD) and national funding (CSF) for each category (see table 6).

Delays have been encountered for the marketing and fund-raising programmes, due to the discussion about the logo described in the first section. By the end of the year, the Matera 2019 brand will be identified and the marketing plan will be launched. Despite these delays, the aim of obtaining 7.3 million euros of funding via the sponsorship of exhibitions and events described below is confirmed, including innovative forms of fund-raising as successfully tried and tested in Matera, given the enormous interest of potential investors inside and outside the country.

Finally, to avoid any problems of liquidity related to the Stability Pact, by January 2017 the Foundation - in agreement with the Basilicata Regional Authority - intends to issue a Call for Bids to select 1 or 2 banks for advances on the basis of formal deeds by the Regional Authority.

Regarding the audit, the activity of the Foundation is subject to close and wide-ranging controls: with a Board of 3 Auditors which examines Foundation activities from the economic and financial points of view. Foundation activities are also subject to the control of the Regional Authority, the Prefecture and the National Court of Public Auditors. In line with the concept of Open Future, an open data and transparency policy will soon be reinforced, not merely formally but in substantive terms.

E. INTERMEDIATE STEPS

As described briefly in the strategy section, 2017 we will work on these 4 main strands:

1) Guarantee the full operations of the Foundation

In this year the Foundation staff can count on the two new Managers and will proceed in enlarging its team, according to the staffing recruitment above described; we will improve the volunteers involvement strategy, the relaunching of the online community, the start-up of the schools project and finally the implementation of the Ambassadors project; working on sponsoring and finance to secure all the budget to produce the programme and promoting it; we will begin the evaluation and monitoring processes; focusing on an open data policies.

2) Implementation of Ramp Projects

2017 is partially devoted to capacity building, closing the selection of Matera Changemakers and Matera Linkers as shown above; in addition we will launch the creative bureaucracy Matera Public Service project.

We will consolidate the Open Design School, broadening the European dimension of the activities of the school, and the same applies to I-DEA but with work focused on the city and citizens.

After completing Cluster taxonomy in 2016 – defining budgets and programme schedule – we will work to ensure that each theme in the Bid Book (Ancient Future, Roots and Routes, Reflections and Connections, Continuity and Disruptions, Utopias and Dystopias) will be linked to an area of the region where creative projects will be implemented to produce the contents of the programme.

This will strengthen the awareness of the creative aspects of the project, involving the population spread over 131 local authorities. This is the project/ramp in the Bid Book, called “Cadmos, capital for a day”, and will help with one of the fundamental aims of the Bid Book, to make 80% of the contents the result of participation by the general public.

3) Launching the marketing plan, communications and the promotion of Matera Basilicata as a destination in relation to the year of Matera Capital of Culture.

The Marketing Plan will have an initial level of action aimed at national companies, involving them through the four main exhibitions of 2019, certainly the most significant and marketable part of the Matera 2019 project. A second level of involvement is related to media partners, especially the

digital media, not excluding conventional media and especially the state broadcaster Rai Radio Televisione Italiana, already closely involved with the Foundation, the city and the Regional Authority. A third level is related to local companies that could become an integrated part of the project with the involvement of citizens in individual projects as set out in the Bid Book.

The Communications Plan will be considerably strengthened focusing on corporate identity as already tried and tested inside Bari Airport. Present physical locations (railway and airport hubs: Milan, Bologna, Rome, Bari, Brindisi, London and Brussels) will be defined as well as a schedule for newspapers, radio and TV, gradually increasing to a maximum level in winter 2018.

Both will be submitted to the Board of Directors by November 2016.

Through agreements with APT Basilicata and the Matera Chamber of Commerce, Mirabilia project, we will attend the most important Italian Trade Fairs (TTG Rimini October 2016, October 2017 and October 2018; BIT Milan April 2017 and April 2018) as well as leading international Trade Fairs (Berlin 2017 and 2018, London 2016, 2017 and 2018). Close collaboration will be set up with ENIT, the National Tourist Agency, recently reorganized, committed to making Matera 2019 one of the most important events to promote in the next three years, using all its premises and distribution channels.

4) Agreements

The fourth task is related to agreements for the distribution of original co-productions for 2019, after the end of the year as European Capital of Culture: as shown in the multi-year project budget of the Foundation, essential for the success of Matera 2019 is the ability to circulate craftwork and original productions in Italy and Europe. For this purpose, one of the tasks of the cultural manager, together with the Director General and project development managers, will be to select public and private institutions as well as Italian and European partners that can guarantee this opportunity. Relations with Italian candidate cities for ECoC 2019, Italian Culture Capitals (currently Mantua 2016 and Pistoia 2017), the coordination work of the Government dedicated to the Italy 2019 project, and relations with recent ECoCs (from 2012 to today) and cities about to be ECoCs (2017 to 2021) will be an excellent platform for the achievement of this aim.

The action is an essential part of our European strategy for Matera 2019.

F. ANNEXES

1. Budget tables monitoring
2. Overview of the projects
3. Press coverage

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INTEGRAZIONE EUROPEA
EUROPEAN UNION
EUROPEAN COOPERATION DEVELOPMENT BANK
MATERA SPORTS & LEISURE FESTIVAL 2015

Sporting

MATERA. CINEMA COMUNALE
sabato 03 ottobre 2015
ore 20.30 Incontro con l'autore MAURO BERRUTO
ore 21.00 SPORTING

Palazzo del teatro di Matera, MAURO BERRUTO e ENZO MIGLIORINI
per MINICINEMA TEATRO (con l'animazione collaborativa di SCUOLA Holden)

Spettacolo teatrale nato dal seminario "Incontrando Sporting" di Mauro Berruto

MATERA GOV. REGIONALE MATERA REGIONALE

[illegible]

**LUNEDÌ
16.11.2015
ore 18:30**

**AREA 8
Via Garibaldi, 15
MATERA**

**DUE COMUNITÀ
CHE COLLABORANO.**
Connettere l'intera piccola comunità di Scapellato, accogliere la comunità del massimo esperto di materiali di nanotecnologie.

**SCIENCE MEETS PEOPLE
I PRESI, LE COMUNITÀ E LE NANOTECNOLOGIE**

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