CALL FOR APPLICATIONS
LIGHTS ON 2022: Change for innovation and community development

LIGHTS ON is the flagship capacity building programme of the European Network of Cultural Centres (ENCC). It is the new version of the well-known BECC programme which ran from 2008 to 2021.

About LIGHTS ON and the ENCC

LIGHTS ON is a staff exchange, training and mentoring programme for young professionals working in cultural organisations. It gives participants international work experience and a European perspective, and helps them acquire new competences and skills that are crucial for their organisations in their work with their audiences and their broader community. Since 2008, our staff exchange/training programme (formerly BECC) has supported the mobility of more than 160 workers of cultural organisations.

The European Network of Cultural Centres was founded in 1994 to create dialogue and cooperation between social-oriented cultural centres in Europe. Today, it reaches about 3500 cultural organisations in 27 countries. Read more at http://encc.eu/

The ENCC and LIGHTS ON are supported by the Creative Europe programme of the European Union.
About the 2022 edition of LIGHTS ON

The focus of this edition is on Change for Innovation and Community Development.

This is a call for those of you who feel the urge to bring new qualities and values to their communities, so much affected by Covid-related consequences. We want to hear from junior cultural operators to whom culture matters. Idealists, dreamers, makers who want to “be the change they want to see in the world” as said Mahatma Gandhi.

Everyones’ lives have changed over the past two years, with constant challenges due to governmental decisions, restrictions, regulations, the media, people taking to the streets and individual home and family situations. And this difficult context has strongly affected cultural organizations and professionals associated with the cultural sector.

Today, the role of cultural operators is even more crucial, as lighthouse keepers bringing innovation and creativity to challenge and shift the new normality. We believe cultural centres can be drivers for community change and territorial development

This year, LIGHTS ON will offer 14 selected young professionals a funded training and mobility experience around the topic Change for innovation and community development.

The scheme will be focused on tools and solutions that can support you in these challenges. The multilayered programme will help you to tackle your professional challenges in a holistic way, looking at you, your organization and your community. We will experiment with creative ways for community development and rethink together the role of your organization. On an individual level, you will learn how to take yourself and your needs into account in difficult professional situations, and how to best translate your talents and competencies into satisfying results as a cultural operator in a challenging context. The cultural management training will be enriched with soft skills coaching.

LIGHTS ON 2022 will experiment with many formats, both digital and live: experiential learning, self-directed learning, study visits, discussions, group and individual work, theory vs. practice, and democratic moderation.

Beyond this cultural management and soft skills training, the fundamental value of the programme is to become part of a supportive community of European cultural practitioners who exchange experiences, learn together and establish friendships and cooperation.
This edition will offer a preparatory online training; an individual preparatory work; a 5-day live meeting in Irun, (Basque Country, Spain), a minimum 7-day exchange with another cultural organization, an online evaluation meeting.

The programme is developed by the ENCC, in close collaboration with experienced trainers. Their names will be published on the ENCC website.

Conditions to apply

• Applicants should be junior professionals, working in a cultural centre or another type of cultural organisation based in Europe, within a country eligible for Creative Europe funding.
• All profiles are welcome to apply (managers, project coordinators, communicators, technicians, artists, volunteers and others); however, applicants must be involved in decision-making about their organisation’s programme, and have at least 1 year of experience working with a community.
• They should clearly show in their application their motivation to develop new models of local cooperation and community development.
• Applicants must be fluent in English, which is the working language of the programme.
• They must also be born after 1987.
• Each applicant must be appointed or at least fully supported by their organisation for this training, and upon request ready to present a recommendation letter from a member of their management team.

Applicants’ organisations

• should identify a clear need for the training within their structure. LIGHTS ON participants should act as ambassadors towards their organisation and colleagues. After following the LIGHTS ON programme, they will contribute with their experience to improvements in their work context.
• should be ready to take responsibility for preparing, supporting and evaluating a qualitative learning experience.
• should be able to contribute financially to the programme as described in the FINANCES section below.

How to apply

The ENCC will select 14 candidates for the 2022 programme. The selection process will give special attention to applications from ENCC members and from professionals employed by a cultural centre, but the goal is to select the most diverse and balanced pool of participants as possible.
Applications must be submitted online before **Sunday 3 April 2022** at midnight CET, using this form: [https://forms.gle/Bfa5HY49xJguEIP8](https://forms.gle/Bfa5HY49xJguEIP8)

Selection results will be communicated by email to participants in early April 2022.

**LIGHTS ON 2022 Calendar**

- **Deadline for submitting applications:** 3 April 2022, midnight CET
- **Selection results:** Early April 2022
- **Preparatory meeting:** 2 June 2022, online event
- **Preparatory work before the training:** up to 4h in total in June 2022
- **LIGHTS ON Launching Seminar:** 4-8 July 2022
- **Period for exchanges:** minimum 7 days between 15 July and 31 October 2022
- **Online evaluation meeting:** November 2022 (exact date TBC after the training)
- **Mentoring:** from the moment of acceptance of candidate as a LIGHTS ON participant until the participant's report is filed (at the end of November 2022)
- **Report and evaluation:** before the end of November 2022

1. **Online preparatory meeting**
   This is a 2-hour technical introduction to the LIGHTS ON programme.

2. **Launching Seminar**
   The 5-day "fire-up" event will take place in Irun, (Basque Country, Spain). It will be hosted by [BITAMINE FAKTORIA](https://www.bitamine.org/), local cultural organisation which is very committed to working for innovation with their community. It will be the first opportunity for all participants and mentors to meet in person. The 5-day meeting will offer different formats that will seek to empower participants in their learning journey: experiential learning, self-directed learning, study visits, discussions, group and individual work, theory vs. practice, and democratic moderation. The core cultural management training will be guided by experienced trainers. Additional study visits will offer a look at the local context and at cultural activities in Irun.

3. **Exchange Period**
   Each participant visits another participant’s organisation for a minimum of 7 days (no maximum is indicated) and hosts a participant in his or her own organisation. The exchanges are designed in cooperation between the sending and hosting organisations and individual LIGHTS ON participants. They are based on a clear needs assessment and give the opportunity to gain competencies by visiting organisations, meeting stakeholders, taking part in local activities, taking part in evaluations, sharing experiments, etc.
   The hosting organisation facilitates the learning process by preparing for the language challenge, providing local support, implementing the learning plan as agreed prior to the exchange and offering a qualitative learning experience.
The sending organisation facilitates the learning process by organising a thorough needs assessment, quality cooperation with the hosting organisation and careful preparation of the LIGHTS ON participant.

4. ENCC Mentoring
LIGHTS ON is a self-designable process. Participants can choose to pursue certain learning paths or research areas over a longer period of time, according to their needs and time capacity. The LIGHTS ON trainers and the ENCC staff will be available to support them. The ENCC staff also keeps in touch with LIGHTS ON fellows via a dedicated Facebook page and informs them of other learning activities and events that could be of interest to them.

5. Report and Evaluation
The evaluation is a very important moment as LIGHTS ON participants are asked to submit reports to the ENCC and explain the impact on themselves and on their organisation. The report and products (photos, videos, articles, printed materials, social media products and others) gathered by each participant, as well as by the sending and hosting organisations, must be delivered to the ENCC office within one month after the exchange and no later than 30th of November 2022.

Obligations for selected participants/organisations

For LIGHTS ON participants:
1. Actively attend/accomplish all LIGHTS ON programme activities: preparatory meeting, launching seminar, exchange, mentoring, reporting and evaluation;
2. Deliver on time all necessary documents: LIGHTS ON agreement, exchange programme, final report, evaluation, proof of implementation of obligations described in points 3 and 4 below
3. Share with colleagues from home organization about the training results in an appropriate format eg. training, staff meeting
4. Communicate on the website and social media of hosting organisation about participation in LIGHTS ON programme.

For hosting and sending organisations:
1. Sign an agreement with the partner centre and the ENCC before hosting/sending a participant;
2. Take responsibility for the preparation, organisation and evaluation of a qualitative learning experience: accommodation, coaching, language support, activities etc.
3. For ENCC member organisations: Cover subsistence costs during the exchange period with a partner organisation (accommodation, catering, pocket money) except travel costs which will be covered by the ENCC.
4. For non-member organisations: Cover travel costs related to participation in seminar in Irun, Spain and subsistence costs during the exchange period with a partner organisation (accommodation, catering, pocket money). Travel related to the exchange which will be covered by the ENCC.
5. Prepare & support the staff members sent and received;
6. Report about the experience to the ENCC;
7. Communicate about the experience to staff and partners;
8. Explore the possibilities of long-term collaboration with the partner organisation.

Finances

ENCC members, (including members of ENCC national networks), have access to the programme without any fee. The costs are covered as follows:

1. Participation in the Launching seminar:
   - for ENCC members: The ENCC covers all costs related to participation in the LIGHTS ON launching seminar in Irun, Spain: programme of the training, accommodation, catering, international and local transport.
   - for non-members: The ENCC covers costs related to participation in the LIGHTS ON launching seminar in Irun, Spain: programme of the training, accommodation, catering, except for international transport which is covered by the participant’s organisation.

2. Participation in staff exchanges for both ENCC members and non-members: The ENCC contributes to the costs of travel for each exchange to a partner organization under the condition that the dates for flights indicate a stay of at least 7 days (the first and last days of the stay can be dedicated to travel if needed).

3. The ENCC does not participate in subsistence costs during the exchanges. These are covered by the participant’s organization.

Logistics management for Launching Seminar

Transport: Each participant’s organisation makes arrangements for the participant’s transport to and from the launching seminar and the exchange with partner organization, and invoices the ENCC for transport costs (except for travel costs to seminar for non-member participants, which are covered by the participant’s organisation). We invite participants to make a sustainable and environmental-friendly choice when deciding how to reach their destination.
The ENCC reimburses flights, train, bus and public transport, and in exceptional cases, travel by car. The maximum amount for reimbursement (both ways) is 250€. Exceptional costs going beyond this amount (for instance because of geographical distance) can be discussed with the ENCC programme coordinator. Other transport costs, such as taxi expenses, are not eligible for reimbursement.

ENCC will reimburse the amount upon reception of the invoice, ticket (and boarding pass if applicable).

Local transport in the city where the launching seminar takes place is organised and covered during the seminar by the ENCC.

Accommodation and food: the ENCC organises all accommodation and meals during the training, and covers those costs.