Connecting through Culture
About the work of regional platform KOOPERATIVA
About Kooperativa

Kooperativa – Regional platform for culture was established in 2012 by 21 cultural organisations in southeast Europe. The platform has two main strands of activity. The first is to create long-term sustainable framework for the cooperation and development of independent cultural organizations in the Balkan region. The second is the development of contemporary artistic practices, critical public discourse and innovative organizational models.

Objectives

— To create a framework for long-term sustainable cooperation and exchange among organizations in the independent cultural scene in the region
— To strengthen the organizational capacities through the transfer of knowledge and good practices
— To empower organizations to contribute to the development of cultural and relevant public policies that can positively impact the cultural sector in the region
**Operational objectives of the platform are as follows:**

**Short-term:**
- To develop a regional cooperation platform which will be registered as an international alliance of independent cultural organizations
- To create a heterogeneous, open and inclusive space based on the work of its member organizations and activities of its members
- To support dynamic peer-to-peer relationships among member organizations

**Long-term:**
- To encourage regional cooperation to support the cultural sector in the region
- To support cultural organizations in the region to secure financial support from international donor organizations

**Kooperativa structure**

Kooperativa was founded by non-governmental and non-profit organizations in the Balkans region active in the field of contemporary culture and arts. Currently Kooperativa members consist primarily of organizations from former Yugoslav countries, but in the future Kooperativa hopes to include neighboring countries such as Albania, Greece, Romania, Austria and Italy.

Following several conferences, meetings and workshops, Kooperativa was registered in 2012 in Zagreb as a regional non-governmental, non-profit organization with 21 founding cultural organizations from the region.

A delegate represents each member organization. Each organization, regardless of whether a network or a smaller local organization only has one delegate (one vote). The delegates constitute the assembly.

Kooperativa is conceived as an open structure, which allows for a continuous inclusion of new members. The membership is based on the activities of individual organizations. In order to become a full Kooperativa member, the candidate organization has to demonstrate a commitment to Kooperativa’s objectives either through the implementing a project within the given model of cooperation or through certain activities that contribute...
to Kooperativa’s development. The access to membership is determined by the activities of individual organizations and the same principle will be applied to retaining the membership status of existing members. Inactive organizations will be excluded from full membership. Both the founders and new member organizations have the same rights and obligations.

Guidelines of Kooperativa’s activity and program strands:

Kooperativa works on the development of civil society sector in culture in South East Europe through:

— The work on the development and implementation of the model of cooperation among civil society organizations active in the field of culture;

— Empowering organizations for advocating participatory governance models of shaping cultural policies, knowledge transfer and transfer of practices relating to civil-public partnership models;

— Developing and advocating sustainable support measures for the development of regional cooperation.

Kooperativa aspires positively to impact on the development of the civil society sector in the region by encouraging quality and innovative contemporary urban and critical cultural production. The aim of Kooperativa is also to encourage audiences do not have the opportunity to attend, see or participate in contemporary cultural production from neighbouring countries. Active public participation in culture contributes to building understanding between citizens in the region.

The network activities are focused on deepening the dialogue between countries in the region to foster a development model which can secure the continuity of cross-border cultural dialogue, exchange of ideas and as well as decreasing cultural tensions through various encounters such as cultural and knowledge exchange.

The implementation of contemporary critical culture is oriented towards the development of critical thinking that contributes to breaking down stereotypes between citizens in the region as well as fostering shared
About the work of regional platform Kooperativa

Kooperativa’s work on empowering organizations for advocating and implementing common cultural activities in the region is oriented towards encouraging changes within cultural policies in member states as well as fostering wider social impact. Advocacy promotes the development of participatory models that shape public policies as well as a new model of governance of public cultural infrastructure.

Programme

Main program activities implemented by Kooperativa would relate to:

— Promoting and strengthening cooperation among independent cultural organizations from the region
— Building organizational capacities particularly through advocating through exchanged in knowledge and good practices
— Active work on shaping, advocating and promoting sustainable institutional models of support to cooperation in the region.

These activities represent a key step towards securing an long-term sustainable framework for the cooperation and development of the independent cultural scene in the region. They encompass encounters of independent cultural organizations in different countries in the region with the purpose of creating new partnerships, strengthening existing relationships and building mutual sharing of information and experiences. At the same time, Kooperativa’s activities include actions directed toward improving cultural policy framework and are oriented toward relevant stakeholders within cultural systems of the countries in the region, but also internationally. By organizing various public events focused on cultural policies, the Kooperativa will commence a dialogue with various organizations working on these issues relevant for the development of cultural cooperation in the region. Kooperativa will also create opportunities for multi-sectorial approach in conceiving and implementing innovative cultural policy measures for long-term cooperation among independent cultural organizations in the region, as well as the cooperation with partners from the rest of Europe.

Conference Regional Cooperation in Perspective, Zagreb 2014
Advocacy, networking and empowering

This program strand is divided into three groups of activities:

1) RegLab – Regional action cultural laboratory offers an innovative, dynamic and flexible approach in providing support and empowering organizations. It is conceived with the aim of the supporting partnerships, providing advocacy support as well as knowledge and good practice exchange.

2) Empowering the cooperation of networks in the region – the Kooperativa actively advocates strengthening the capacities of independent cultural organizations in the region and contributing to their organizational development and strengthening their capacity to undertake advocacy work.

3) Developing support measures for cultural cooperation on the regional level – Kooperativa advocates systemic support for the development of cultural cooperation in the region by means of establishing sustainable institutional framework for regional cooperation in culture in whose founding and functioning should be involved and participate cultural policy institutions from all countries in the region as well as other relevant institutional partners.
About the work of regional platform Kooperativa

Regional Workshop Recycling of good ideas from unfulfilled regulations and strategies in South Eastern Europe, Ljubljana, 2014

Conference at REX, Belgrade 2013
A pilot program of exchange and cooperation in the region

The program exchange and cooperation among independent cultural organizations in the region is oriented towards strengthening cultural cooperation of independent cultural organizations. Kooperativa members and their partner organizations will participate in the program and all the programs will be implemented according to the following principle: At least three partners – from three countries from South East Europe. The program is organized by at least three organizations from the region (and beyond) active in the fields of visual arts, contemporary dance, archiving practices, audience development, research of working conditions of cultural workers, activism and public good.

The pilot program of exchange and cooperation is based on direct and continuous cooperation of the organizations included in the platform through organization of numerous quality and innovative contents of independent culture in different cities and towns in the region. The foundations of the programme implementation are based on the intensive engagement of organizations involved in the work of Kooperativa and common decision-making in choosing the contents to be realized through the Programme through participation of all members in the evaluation and selection process.

In meetings and consultations Kooperativa members set out the principles, operational elements, time frame and other key elements of the implementation of the pilot program including the number and geographical spread of the partners involved in the implementation of individual program lines, typology of activities and types of costs appropriate to be implemented through the pilot programme. Important elements of the Pilot program's implementation are guidelines for the selection of program lines implemented through the Kooperativa. The guidelines were decided by all Kooperativa members in a joint process of evaluation and voting following the call for proposing program
About the work of regional platform Kooperativa

The implementation of the Pilot program of exchange and cooperation represents a significant success of Kooperativa because it results from years of advocating and creating conditions for establishing this type of program in the region.

**Results and effects**

Pilot program of exchange and cooperation was implemented from February 2016 to May 2017.

The first pilot program of exchange and cooperation began to be implemented in February 2016 and finished in May 2017. In the program during 2016 almost 230 artists and performers participated in 13 cities and 8 countries involving more than 40 civil society organizations. The programme activities that Kooperativa implemented with its member organizations resulted in the following number of people been reached:

- Total number of direct users: 5421
- Total number of indirect users: 212846

During the implementation of the pilot program of exchange and cooperation in the region there were in total:

- 10 exhibitions
- 10 public performances
- 12 public events
- 11 workshops
- 2 theatre performances

There were produced:

- 10 interviews
- 1 publication
- 3 research papers

The number of events the pilot programme was able to put on along with the huge networking of artists over a large geographical area demonstrates the extraordinary potential of long-term development of the cultural sector in the region. The program implementation also strengthened cooperation among organizations in the region and prompted the conception of new cultural initiatives in the region. This model showed the potential that strengthening cultural organizations through the knowledge and exchange cultural exchange could deliver. This pilot demonstrated that the long-term sustainability of cultural organizations in the region could best be strengthened by means of cooperation across the region.

The program’s decentralization aspect, the engagement of several countries in the program implementation as well as the openness of programmatic segments indicated the significance of the availability of diverse cultural and artistic contents, particularly in smaller towns, along with the crucial role of culture as a factor of sensitization and socialization of the public and the contribution to doing away with stereotypes and promoting critical thinking.

Furthermore this pilot showed the importance of creating space for dialogue amongst organisations in the cultural sector in region as well as the need for creating spaces for these organizations to engage on the European and international level. The program contributes to the development of new models of inclusion and governance of resources, which represents a significant breakthrough, but also to capacitating participants for considering other approaches to governance of common goods, participative budgeting, development of new institutional formats and long-term development of the society as a whole.
Implemented programs

1. City Spaces – Spaces for Citizens // Gradski prostori – prostori za građane

**PARTNERS:** Expeditio (ME), Mikro Art – Ministry of Space (RS); Alliance Operation City (RH); IPoP – Institute for Spatial Policies (SL)

City Spaces – Spaces for Citizens is a program that deals with the issue of using public spaces potentials in relation to the real needs of the local community, and addresses the question: "How can independent cultural actors be better involved in decision-making processes relating to governance of public spaces. The goal of this program line is to improve the participation of the representatives of independent culture in decision-making processes in smaller local communities such as Herceg Novi, Tivat, and Kotor. Implemented activities comprise: 1) Workshop PUBLIC GOODS – CITIZENS’ SPACES and 2) Study visit to Zagreb and Split of Montenegrins independent cultural actors.

2. Poetics of Radical Publishing // Poetike radikalnog izdavaštva

**PARTNERS:** Kontrapunkt (MK), Multimedia Institute (RH); New Media Center_kuda.org (RS)

Poetics of Radical Publishing” is a collaborative project of Kontrapunkt, Multimedia Institute and Kuda.org focused on their publishing activities. In their approach to publishing the partners diverge equally from the culture produced by the market and the culture produced by the national state agendas, which limit the autonomy of critical and creative thought and action. Books supplement primary cultural, research and activist programs of the partners and create intellectual milieu at a distance from the official culture and cultural policy aiming at new forms of book publishing. Here lies the poetics of radical publishing. The activities were organized in such a way that Zagreb partner curated an event in Skopje, the Skopje partner curated the event in Novi Sad and the Novi Sad partner curated the event in Zagreb.

Mesna zajednica: mesto ili zajednica? Dobrica Veselinović, Mikro art, Belgrade, 2017 (publication cover page)
The activities were organized in three ways:

1. **Round table:**
The round table drew on the 2015 publication by Multimedia Institute of Franco Moretti’s “Bourgeois” in Croatian translation. The discussion attempted to clarify the terms citizen and bourgeoisie from the political and theoretical perspectives and then discuss how these terms refract through post-socialist circumstances of our societies.

2. **Reading groups:**
Reading groups aims at introducing participants to the works of authors published by the partner organisations. The participants receive a book in advance and then it is introduced by one of the participants and followed by a group discussion.

3. **Speed presentations**
In speed presentations, participants presented up to three of their favorite books published in their countries. They have five minutes to present each book and elaborate why they consider it an example of radical publishing. The objective of the program is to introduce publications from other post-Yugoslav countries to the local audience.

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**Extravagant Bodies – Crime and Punishment // Ekstravagantna tijela – Zločin i kazna**

**PARTNERS:** Kiosk (RS), Kontejner (RH), Kontrapunkt (MK)

Extravagant Bodies – Crime and Punishment is a cooperation program dedicated to artistic and critical questioning of social, legal, scientific and ideological construct of criminality and social norms which separate punitive from non-punitive behaviour. The program analysed the ideological premise which lies behind social and legal regulation of crime/criminality.

During the program implementation a series of exhibitions and performances took place in Belgrade and Zagreb along with the symposium in Skopje. The majority of activities in Belgrade and Zagreb took place during November 2016. The exhibition in Zagreb was held in Pogon Jedinstvo from November 18 to 25, while in Belgrade it was in Dom omladine from November 20 to 21, 2016.

The Zagreb exhibition showed many video works, installations, interdisciplinary
projects and photographs of local, regional and international artists.

**ARTISTS PARTICIPATING IN ZAGREB:** Ana Adamović (RS); ApsArt (RS); Art Lab (HR); Milijana Babić (HR); Michael Benson (US); Critical Art Ensemble (US); Zatvorsko pesničenje predstavlja: Igor Čoko i Maestral (RS); Richard DeDomenici (UK); Vladimir Dodig Trokut (HR); Vitar Drinković (HR); Karen Finley (US); Amelia Frankl (HR); Igor Grubić (HR); Skribonauti (HR); Lynn Hershman Leeson (US); Josip Pino Ivančić (HR); Siniša Labrović (HR); Gordana Lebović (RS); Isidora Spasić (RS); Marko Marković (HR); Novi kolektivizam (SI); Ivan Petrović (RS); Stahl Stenslie (NO); Saša Tkačenko (RS); Zoran Todorović (RS); Ulješure (HR); UBERMORGEN (AT/CH); Sonja Vuk (HR); Zhu Yu (CN).

**ARTISTS PARTICIPATING IN BELGRADE:**
- Karen Finley (US)
- Stahl Stenslie (NO)
- Richard DeDomenici (UK)
- DADA Jihad kolektiv: Mario Kovač i Nikša Marinović (HR)
- Siniša Labrović (HR)
- Božidar Katić (HR)
- Omen Teatar (RS)
- Zatvorsko Pesničenje predstavlja: Đorđe Vasiljević (RS)
- Branko Milisković (RS)
- Marta Jovanović (RS)
- Heartefact (RS)
- Marko Marković (HR)
- Josip Pino Ivančić (HR)
- Critical Art Ensemble (US)
- Lynn Hershman Leeson (US)
- kustoski tim Stevan Vuković and Simona Ognjanović (RS)

The program in Belgrade was organized in the form of a series of public events, conversations, discussions, performances, theatre performances and screenings.

**THE SYMPOSIUM IN SKOPJE TOOK PLACE IN APRIL 2017 AND THE PARTICIPANTS WERE:**
- Ljubomir Danailov Frčkoski
- Jelisaveta Blogojević
- Anastas Vangeli
- Elizabeta Šeleva
- Robert Alagjozovski
- Žarko Trajanoski
- Irena Cvetković
- Viki Mladenova
- Slavčo Dimitrov

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**Archive as Practice // Arhiv kao praksa**

**PARTNERS:** SEE.cult.org (RS), Kurziv (RH), Kulturtreger (RH), SCCA – Ljubljana (SLO), Qendra Multimedia (KOS)

This cooperation program dealt with researching connections between independent culture and contemporary

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*Extravagant Bodies – Crime and Punishment, exhibition, Pogon Jedinstvo, Zagreb, 2016*
artistic productions by using diverse archiving practices. After more than two decades, independent culture in the region has produced a significant body of knowledge and practices and jas launched numerous artists who were later recognized by the “official culture”. The archive is closely connected to both artistic curation and radical inclusion and democratization and that is why it represents an intersection of institutional museum/archival practice and community archival practice.

Within this program there were interviews with artists and leaders of the independent cultural scene in the region (Marijana Cvetković, Nika Radić, Željko Badurina, Vlasta Delimar, Saša Nabergoj, David Maljković, Nicole Hewitt, Sašo Dodoski, Jeton Neziraj); materials in the Center for Documenting Independent Culture (Kulturtreger) were digitized and workshops on digitization of archival materials were organized and an exhibition was held in Ljubljana (Učinak blizine/ Proximity Effect); three round tables on archiving of independent artistic production were organized.

The program was implemented in Belgrade, Zagreb, Pristina and Skopje. All partners participated in various ways in the promotion of the project by publishing information on the production and public conversations on their websites as well as on social networks and via mailing lists. The information on the project was published in Croatian, Serbian, Slovenian, Albanian and English.

5. Nomad Dance Institute (Programme of Nomad Dance Academy) // Plesni institut Nomad (Program Nomad plesne akademije)

PARTNERS: Lokomotiva (MK), Nomad Dance Academy (SLO), Tala (RH), Station – Service for Contemporary Dance (RS), Nomad Dance Academy (BG)

This program was focused on the presentation of new ideas both on the theoretical and practical level. Conceiving new ideas was connected to contemporary dance: work methodology, learning processes, research frameworks and the like. Nomad Dance Institute dealt with processes of creating performance, curating, teaching, and collaborative learning and archiving.
The following activities were implemented: strategic thinking of the dance institute within the framework, a performance titled B-mapping at REPETITION/S: Performance and Philosophy in Ljubljana and an experiential co-learning workshop SITUATIONS in Skopje.

6. Corners Balkans // Corners Balkan

PARTNERS: Exodos Ljubljana (SLO), The Other Sea (RH), Fond B92/Rex (RS); POGON – Zagreb Center for independent Culture and Youth (RH)

Project Corners Balkan was implemented in three cities: Zagreb, Rijeka and Vranje, RS. CORNERS is a platform for artists that is shaped and initiated by organizations from the edge of Europe. CORNERS creates possibilities for artists and researchers to cooperate on international multidisciplinary artistic projects. It is dedicated to the research of borderline territories of Europe, spaces located outside of cultural, political and social centers. It attempts to connect distant places and cities through art and, to collect stories and transfer them from one place to another.

CORNERS provides artists and researchers with an opportunity to produce multidisciplinary artistic projects. It makes possible exchange beyond geographic, political and economic divisions. During the program implementation from April to May 2016, there were many organized public events, performances, film screenings, exhibitions, public conversations and workshops. The program users were citizens ranging from elementary and secondary school children to the elderly and members of various communities. The events took place in schools (elementary school Vranje, Zamet), in the open air, (Zamet, Hradecki bridge in Ljubljana) and through public presentations and production spaces such as Jedinstvo on the Sava bank in Zagreb. The program implementation involved more than 30 artists from across Europe and about 15 representatives of civil society organizations from Croatia, Serbia and Slovenia.
7. From Diaspora to Diversities // Od dijaspre do različitosti

**PARTNERS:** Remont (RS), NGO Esperanza (MK), Institute for Contemporary Art (RH), KunstOst (AT)

The program dealt with the redefinition of the term diaspora in wider contemporary contexts of globalization, mobility, cultural nomadism and other types of experiences of temporary and permanent relocations from the original context. It also dealt with the significance of cultural differences as well as the problems of integration in new social circumstances. The program was implemented from February to December 2016. It consisted of 5 exhibitions, 2 workshops and meetings of project and curatorial teams. The exhibitions presented artists and artworks that problematize life and work in diaspora, each exhibition focusing on a different aspect of the problem.

Workshops were conducted by artists Nada Prljka and Johanna Marcade-Mot. They dealt with the experiences of production outside their main country of work, and with the question of migrations on social and political level. The program was organized in Belgrade, Zagreb and Skopje. As a part of the project a publication with expert and theoretical texts by 13 authors from Europe and Balkan countries was published.

8. The Socio-economic Status and the Lifestyle/Workstyle of the Employed/Engaged in the Civic Cultural Sector of SEE // Socio-ekonomski status i životni/ radni stil zaposlenih/angažiranih u civilnom društvu u kulturi u Jugo-istočnoj Europi

**PARTNERS:** Asocijacija NKSS (RS), Asociacija (SI), Expeditio (CG), Crvena (BiH), Centre for Research and Gender Policy (KOS), Contemporary Art Centre – CAC (MK)

The program was based on the need for encompassing research which provides insight into working conditions in cultural civil society organizations in South East Europe. The goal of the research was to collect data on working conditions on the independent cultural scene in the region.
Vahida Ramujkić, No Title #1, installation view, exhibition From Diaspora to Diversities, Remont Gallery, Belgrade, 2016
as well as on social status, life and work styles of people employed in independent cultural organizations. Using this research tool the data on working conditions was collected (the type of organizational management, work contracts, weekly working hours, extra working hours, the amount of income on monthly and annual level, difference of income among employees, payment of social and health insurances etc.) as well as on social status (economic, cultural and social capital of the employees/associates in cultural civil society sector, family life, living conditions...), life styles (main interests in life, the scope and type of expenditure, the ways of spending free time...) and on work styles (mixing life style and activities in civil sector in culture).

The research was published in the publication *Unwanted Culture in South-East Europe*. The sample comprised representatives of cultural civil sector in 6 countries of the region (Slovenia, Bosnia and Herzegovina, Montenegro, Serbia, Macedonia, Kosovo) who are members of nongovernmental organizations in the field of culture, independent artists, independent curators and producers.

9.

**Traces of Struggle // Tragovi borbe**

**PARTNERS:** Freedom Square (MK), Creative Syndicate (RH), TkH – Walking Theory (RS)

This cooperation program problematizes falsification and negation of the antifascist fight and victory over fascism in the context of former Yugoslavia. The partners on the Traces of Struggle observe the contemporaneity of the antifascist heritage and its political potential in the public sphere today. In doing this, it joins many similar artistic, cultural and political initiatives in South East Europe.

As a part of the project a performance was presented in Skopje. It was theatre play “Future read in concrete and stone” whose structure consists of invitations: invitation to imagine, invitation to view and decode the society, and invitation to collectively reconsider passed activities and their relation to contemporaneity. This performance is an insight into communist art and politics of the 20th century, a travel to partisan woods of Yugoslavia, picknick on Kozara and Sutjeska, voluntary work camp for building future through...
contemporary theatrical experience. The concept of the performance was created by Bojan Đorđev in cooperation with Selma Banić, Fernando Belfiore, Siniša Ilić, Damjan Kecojević, Ola Maciejewska, Katarina Popović and Manolisa Tsipos.

Also, artists Filip Jovanovski and Ivana Vaseva did a research in Tetovo, in the Museum of the Establishment of the Communist Party of Macedonia. The research is a phase of the exhibition “And from the darkness noise arose, bad mouth agape death”. The research comprised several levels. Starting from the fact that Museum of Victims of the Communist Regime was opened in 2011, while at the same time in Tetovo there is a memorial house commemorating the establishment of the Communist Party, artist Filip Jovanovski compiled everyday hate speech which revolves around the meaning of the word “communist” in Macedonia and based on this compilation produced an artwork.

Finally, artist Ivana Dragšić researched Macedonian poetry written by the participants of the antifascist struggle, particularly focusing on Macedonian poet and partisan Aco Karamanov.

10.

Audience is Looking at You // Publika te gleda

PARTNERS: MKC Bitola (MK), OKC Abrašević (BiH), Asocijacija NKSS (RS)

Audience is Looking at You is a program that encouraged cooperation among cultural youth centers, sharing practices and experiences on audience development. The activities focused on exchange of know-how on building relationships between artistic and cultural organizations on the one hand and audience on the other.

The program consisted of three national round tables on the topic of audience development (Belgrade, Mostar, Zagreb) and a regional working meeting with experts. The result of the program was the publication with minutes of the round table discussions, conclusions and recommendations for further steps in audience development.
Building Common Platform for Balkan Arts and Business Forum // Izgradnja zajedničke platforme za Balkanski umjetnički i poslovni forum

This program was based on the research on new models of sustainability of independent cultural organizations. It’s aimed at opening the space for cooperation between organizations and the business sector. The project consisted of conducting a study of the existing good practices of cooperation among the business and cultural sectors. The study covers the Western Balkans and the results are turned into an interactive internet platform that presents the collected data and analyses.

Platform members

1. Youth Cultural Centre Abrašević, Mostar
2. Association for Culture and Art – CRVENA, Sarajevo
3. Multimedia Institute Mi2, Zagreb
4. The Other Sea, Rijeka
5. Clubture network, Zagreb
6. DokuFest, Prizren
7. Kontrapunkt, Skopje
8. Lokomotiva – Centre for New Initiatives in Arts and Culture, Skopje
9. Media Artes, Ohrid
10. Freedom Square, Skopje
11. Youth Cultural Center – Bitola, Bitola
12. Expeditio – Center for Sustainable Spatial Development, Kotor
13. KIOSK – Platform for contemporary art, Belgrade
14. Remont – Independent Artistic Association, Belgrade
15. FUND B92, Belgrade
16. Association of Independent Cultural Scene of Serbia, Belgrade
17. The Pekinpah Association, Ljubljana
18. Asociacija, Association of Arts and Culture NGOs and Freelancers, Ljubljana
19. Exodos, Ljubljana
20. JADRO – Association of the independent culture scene, Skopje
21. SEEcult.org, Belgrade
22. Kurziv – Platform for Matters of Culture, Media and Society, Zagreb
23. Center for Empirical Cultural Studies of South-East Europe, Niš
24. Lumbardhi Foundation, Prizren
25. Alliance Operation City, Zagreb
26. Creative Syndicate, Zagreb
27. Kulturtreger – Association for Culture Development, Zagreb
28. Ministry of Space, Belgrade
29. Station – Service for Contemporary Dance, Belgrade
30. New Media Center_kuda.org, Novi Sad
31. United Artists Labour, Belgrade
32. Contemporary Art Center – Skopje, Skopje
33. AKCIJA, Sarajevo
34. Nomad Dance Academy Slovenia, Ljubljana
Ovaj dodatak pred sebe stavlja nimalo lagan zadatak da sadržajem i formom pokuša obuhvatiti deset godina rasta, razvoja, pokušaja i neuspjeha, kontinuiteta i diskontinuiteta u radu Kooperative. U nedostatku vremena i resursa za značajniji doprinos arhiviranju rada organizacije i (samo)produkciji organizacijskog pamćenja, format produžene erratae i dizajnerske intervencije u već postojeću publikaciju tiskanu 2018. odražava i sam duh Kooperativa: posvećenost ponovnom promišljanju i stalnom propitivanju, građenju na ruševinama te kreiranju na marginama.

Pa tako, s novim strateškim planom usvojenim 2021. i Kooperativa u novu deceniju rada kreće ponešto promijenjena, ali istovremeno snažnije posvećena svojim temeljnim ciljevima i vrijednostima. U prvom redu to se odnosi na fokusiranje rada na ponovno pokretanje pilota razmjene i suradnje koji smo proveli u 2016. godini, a zatim na daljni rast i razvoj organizacije i njezinih programa te na nastavak zagovaračkih napora k uspostavi stabilnog financijskog mehanizma za suradnju u regiji.

Rast organizacije i njezinih programa, na koje je posebno utjecala provedba projekta „REGIONALNI LABORATORIJ: Novi kulturni prostori i mreže kao pokretači inovativnog i održivog razvoja regionalne suradnje odozdo prema gore“ podržanog kroz mehanizam Kreativne Europe za suradničke projekte na Zapadnom Balkanu, donijeli su i strukturne izazove u upravljanju organizacijom i angažmanu članica, pa je Kooperativa u 2022. revidirala i svoj Statut u pokušaju da na strukturnoj razini pomiri otvorenu i horizontalu prirodu platforme s operativnim i upravljačkim zahtjevima koje rast neminovno donosi. Naravno, i u ovom slučaju kao i dosad, vodeći se idejom eksperimentiranja s participativnim modelima donošenja odluka i demokratskim procedurama.

Kooperativa je tokom 4 godine od izdavanja publikacije „Povezivanje kulturom“ povećala brojnost članstva, usvojila novu Strategiju djelovanja i postavila temelje za rast programskih i zagovaračkih aktivnosti kroz organizacijski rast. Uz nastavak i proširenje proaktivnog zagovaračkog pristupa donositeljima odluka u svim zemljama regije, u programskom smislu, a prateći smjer razvoja koji je definiran novim strateškim planom, u novu deceniju zakoračili smo pilotirajući nove programe usmjereni na kapacitiranje organizacija i pojedinaca koji u njima djeluju. Ovi programi razvijeni su na temelju dosadašnjih formalnih i neformalnih susreta i suradnji te iskustava Kooperative i njezinih članica, o čemu više donosimo u nastavku.
**JAČANJE KAPACITETA**

**TWINNING PRIČA #1**

Otvoreni krug Novi Sad iz Sremskih Karlovačca, Srbija, i Cirkultura iz Samobora, Hrvatska kao Twinning partneri razmijenili su znanja i iskustva o sljedećim temama: upravljanje nezavisnim umjetničkim udrugama; online prezentacije i vidljivost; komunikacija; te suradnja s lokalnom upravom i zajednicama. Prvi posjet razmjene održan je u veljaču u Samoboru, a druga dva posjeta održana su u ožujku i travnju u Sremskim Karlovcima. Twinning partneri također su organizirali radionice s pedagožima iz regije o umjetničkim vještinama za odrasle i osnovnoškolce naglašavajući važnost neformalnog obrazovanja i umjetnosti zajednice.

**TWINNING PRIČA #2**


**TWINNING PRIČA #3**

Twinning partnerstvo između Kulturnog centra Beatrix iz Skoplja i Urbane scene iz Ljubljane, sastojalo se od dvije aktivnosti mobilnosti, koje su se partneri iz obje zemlje sudjelovali i bili uključeni u edukativne radionice i suvremenog plesa. U okviru prve aktivnosti, provedeni su rezidencijumi s plesačima i koreografom Alexanderom Teschom iz Skoplja, tijekom kojeg je u razdoblju od dvije mjesece nasmjereno na učenje tehnika novinara od strane Hrvatske i Srbije. U drugoj aktivnosti, provedeni su rezidencijumi s plesačima i koreografom集装箱 iz Skoplja, tijekom kojih je u razdoblju od dvije tjedne nasmjereno na učenje tehnika novinara od strane Hrvatske i Srbije.

**TWINNING PRIČA #4**

Smiling Depression je Twinning projekt kojeg je svoj posjet Twinning organizacije – Empirica teatar iz Zagreba i Presvrt iz Skoplja, te istražio delikutarnu temu funkcnalne depresije te njezinu povezanost sa socio-ekonomskim problemima u Hrvatskoj i Sjevernoj Makedoniji. Rezultati glumačkih praksi kao istraživačkog procesa dali su temelje za njihovu izvedbu – prikaze četiri pripovjedačke forme koje su održane u Pogonu Jedinstvo u Zagrebu tijekom ožujka 2022. Hrvatski i sjevernomakedonski glumci, umjetnici i producenti uživali su djelovanju različitih, a druga dva posjeta održana su u razdoblju od dva tjedna radio na trenin-ju u Sremskim Karlovcima. Twinning partneri također su organizirali radionice s pedagožama iz regije o umjetničkim vještinama za odrasle i osnovnoškolce naglašavajući važnost neformalnog obrazovanja i umjetnosti zajednice.

**TWINNING PRIČA #5**

Art Aparat iz Beograda surađivao je s Našim Mostom iz Zenice. Aktivnosti projekta razmijenjene imale su za cilj pomoći razvoju obje organizacije i stvoriti okvir za buduće zajedničke projekte umjetnici iz Srbije i Hrvatske. Dva sastanka podnosa s djelatnicima iz obje zemlje, a aktivnosti između je završena sa izlaganjem na otvorenom centru u Zagrebu, Aliješ na sastanku u Beogradu te sastanku u Omladinskom kulturnom centru u Skoplju.

**TWINNING PRIČA #6**

Program se sastojao od dva studijska posjeta: dvije članice VoxFeminae (K-zona) posjetile su Skoplje u veljači i dvije članice Meduze (Helsinski odbor) posjetile su Zagreb tijekom ožujka 2022. Svaki je partner pripremio dvodnevni program čija je svrha bila upoznati drugoga sa svojim lokalnim kontekstom i načinom na koji funkcioniraju njihovi mediji te razgovarati o mogućim opcijama buduće suradnje. Meduza je organizirala projekciju dvije kratkine filmova koja su producirali (o DJ-icama i tattoo umjetnicima), a K-zona im je prikazala njihov dokumentarac “Ja bi da to imam doma” o iskustvima LGBTIQ osoba u Hrvatskoj. Najstarejši posjetili i različite kulturne događaje i institucije u Zagrebu i Skoplju, kao što su Autonomski kulturni centar Medika, Društveni centar Servan, Muzej modernizma i Kulturni centar ShortBus Skoplje.

![Twinning programme, Beatrix Urbana Scena, 2022](image-url)
The Twinning Programme was designed with the aim of strengthening capacities in the area of programming, management, organizational and advocacy aspects, through education and transfer of professional knowledge and skills. The Twinning Programme brings together two organizations and/or two independent cultural centres with the aim of mutual learning and close cooperation, and envisages the participation of two partners from two different countries, active in the field of art and culture. The organizations propose a programme adapted to the real needs in developing their own capacities at management, project and/or programming level. The programme encourages cultural mobility and the creation of long-term partnerships and collaborations.

From December 2021 to April 2022, 12 organizations participated in an exciting joint learning venture with creative impact on several communities in 5 countries of Southeast Europe. Our Twinning pairs have been involved in a variety of creative practices including theatre production, open style choreography, poetry, circus performance and journalism with inspiring learning outcomes.

**TWINNING STORY #1**

Orvoren krug Novi Sad from Sremski Karlovci, Serbia, and CirkuKultura from Samobor, Croatia as Twinning partners exchanged knowledge and experience in the following subjects: independent artistic association management; online presentation and visibility; communication; and collaboration with local government and communities. The first exchange visit took place in February in Samobor and the other two visits took place in March and April in Sremski Karlovci. Twinning partners also organised workshops with pedagogues from the region in artistic skills for adults and for primary school children, stressing the importance of informal education and community art.

**TWINNING STORY #2**

Kolektiv SKLOPKA and Poligon Festival, collaborated as Twinning partners in Mostar and Kragujevac. Their exchange programme included two workshops focused on audience engagement. In addition, the pair collaborated on the production of an online collection of poetry, which was presented in both cities. The public programme was implemented between 31 March – 3 April in Mostar and 7 April – 10 April in Kragujevac.

**TWINNING STORY #3**

The Twinning partnership between Beatrix Cultural Center from Skopje and Urbana Scena from Ljubljana consisted of two mobility activities in which the partners from both countries visited each other and were involved in educational workshops in street and contemporary dance. In the first mobility activity, they conducted a residency with dancer and choreographer Alexander Tesch in Skopje, within which, in a period of two weeks, he worked on both training and performance development with the teachers from Beatrix Cultural Center, as well as open workshops for the local community with Teja Modrijan from Urbana Scena. They performed the results of their collaboration at the Youth Cultural Center in Skopje. Within the second mobility activity, the team from Beatrix Cultural Center visited Urbana Scena in Ljubljana, where they both held dance workshops for the local community.

**TWINNING STORY #4**

Smiling Depression is a Twinning project that brought together two Twinning organisations – Empiria Teatar from Zagreb and Presurt from Skopje, and explored a delicate subject of functioning depression and its relation to socio-economic issues in Croatia and North Macedonia. The results of actors’ practices as a research process provided bases for their performance – showcases of four story-telling forms which took place at Pogon Jedinstvo in Zagreb between 21 and 30 March. Croatian and North Macedonian actors, artists and producers explored socially relevant issues and discussed them with the Croatian audience which was engaged in the programme afterwards. The project pointed out the importance of connecting two different, yet similar cultures and speaking out openly about the manifestation of functioning depression in society. The audience’s response and the actors’ connection made the topic even more relevant and visible.

**TWINNING STORY #5**

Art Aparat from Belgrade collaborated with Naš Most from Zenica. The activities of the exchange project aimed to help programme development of both organisations and to create the framework for future joint projects aimed at empowering the elderly through audio-visual production. By conducting a music workshops with the members of Naš most, Art Aparat explored the approach of using music for empowerment of the elderly. Through preparatory workshops and talks and discussions, two organisations got to know each other better, while members of Naš most presented their encaustic paintings and shared previous experience.

**TWINNING STORY #6**

The programme consisted of two study visits: two members of VoxFeminae (K-zona) visited Skopje in February and two members of Meduza (Helsinki Committee) visited Zagreb during March 2022. Each partner prepared a two-day agenda, the purpose of which was to familiarise the other with their local context and the way their media function, and to discuss possible options for future collaboration. Meduza organised a screening of two short films they produced (about female DJs and female tattoo artists) and K-zona showed them their documentary “Ja bi da to imam doma” about the experiences of LGBTQI people in Croatia. They have also visited different cultural events/ institutions in Zagreb and Skopje, such as Autonomous Cultural Center Medika, Community Center Semaestica in Zagreb, GMK - open studio by Skvadra; Museum of Contemporary Art Skopje, Museum of Macedonia, and Cultural Center ShortBus Skopje.
Mentorski program razvijen je kao edukativan format postupnog učenja te razmjene iskustava između mentora i mentorćadi (mentija), s ciljem prijenosa vještina i stručnosti u umjetničkom i kulturnom polj u. Posebnu pozornost posvetili smo spajanju ljudi iz različitih dijelova regije, s idejom širenja horizonata i mogućnosti za obje strane. Pilot-program koji su Kooperativa i Asociacija (Slovenija) provodile tijekom 2022. godine u suradnji s Kreativnim mentorstvom, sastojao od 4 online grupna sastanka, najmanje 6 pojedinaca i susreta između mentorčadi i mentora te trednevnog događaja uživo u Beogradu. Program je fokusiran na kombiniranje peer-to-peer razmjene profesionalnih iskustava i vještina, a prvi je ciklus mentorskog programa rezultirao i s nekoliko novih projekata i suradnji koje trenutno razvijaju mentiti uz podršku svojih mentor m. U pripremi programa, kreirana je online baza mentoru, u koji je uključeno 29 sudionika raznolike umjetničke zajednice na lokalnoj i regionalnoj razini. Kooperativa je zajedno s projektinim partnerima odabrala 6 mentorskih parova, na temelju zajedničkih interesa mentor i mentir, a posebnu pozornost posvećena je spajanju sudionika iz različitih dijelova regije.

Podes mentorstva važna za je organizacije, umjetnike i kulturne djelatnike iz Jugoistočne Europe, pružajući im vještine koje dokazano nedostaju u ovom sektoru. S obzirom na usmjerenost programa na jačanje i povećanje kapaciteta pojedinaca uključenih u program, a posljedično i njihovih organizacija, stjecanjem novih vještina i iskustva za rad na lokalnoj, regionalnoj i nacionalnoj razini, predvidjeli smo važan utjecaj na raznolike umjetničke zajednice na lokalnoj i regionalnoj razini. Коoperativa stoga radi na osiguravanju održivosti Mentorskog programa i nadamo se u skoroj budućnosti učiniti ga dijelom našeg stalnog programa. Nakon objavljenog poziva za sudjelovanje u Mentorskom programu, Kooperativa je zajedno s projektinim partnerima odabrala 6 mentorskih parova, na temelju zajedničkih interesa mentor i menti, a posebnu pozornost posvećena je spajanju sudionika iz različitih dijelova regije.

Podrška mentorstva važna za je organizacije, umjetnike i kulturne djelatnike iz Jugoistočne Europe, pružajući im vještine koje dokazano nedostaju u ovom sektoru. S obzirom na usmjerenost programa na jačanje i povećanje kapaciteta pojedinaca uključenih u program, a posljedično i njihovih organizacija, stjecanjem novih vještina i iskustva za rad na lokalnoj, regionalnoj i nacionalnoj razini, predvidjeli smo važan utjecaj na raznolike umjetničke zajednice na lokalnoj i regionalnoj razini. Kooperativa stoga radi na osiguravanju održivosti Mentorskog programa i nadamo se u skoroj budućnosti učiniti ga dijelom našeg stalnog programa. Nakon objavljenog poziva za sudjelovanje u Mentorskom programu, Kooperativa je zajedno s projektinim partnerima odabrala 6 mentorskih parova, na temelju zajedničkih interesa mentor i menti, a posebn  pozornost posvećena je spajanju sudionika iz različitih dijelova regije.

U pilot-programu sudjelovali su: Teodora Ezhovska (Struga) i Nataša Zavolovšek (Exodos Ljubljana); Simona Dimkovska (Kumanovo) i Mirela Travar (Operation City, Zagreb); Jelena Rebić (Osijek) i Klemen Kristan (Zavod Kersnikova, Ljubljana); Nenad Pinter (Beograd) i Marin Lukanović (Filmaktiv, Rijeka); Kača Dimitrijević (Kruševac) i Inga Remeta (Teatar Glej, Ljubljana) te Tena Bakšaj (Zagreb) i Milica Pekić (Kiosk, Beograd).
Ljetna škola: U 2022. godini, u suradnji s organizacijama Operacija grad (Hrvatska) i Jadro (Sj. Makedonija), Kooperativa je organizirala prvu ljetnu školu koja se održavala na Ohridu pod nazivom “Liquid Frameworks, Solid Institutions — building participation from the bottom up”. Ljetna škola okupila je sudionike iz jugoistočne Europe i zapadnog Balkana (Albanijska, Bosna i Hercegovina, Bugarska, Hrvatska, Grčka, Kosovo, Crna Gora, Sjeverna Makedonija, Rumunjska, Srbija, Slovenija) te više od 20 međunarodnih stručnjaka i predavača. Program je rada uključivao peer-to-peer radionice, predavanja, prezentacije, panel rasprave, diskusionske grupe, čitateljske grupe i dr. Cilj je programa izgradnja kapaciteta organizacija civilnog društva u jugoistočnoj Europi, uz razvoj i zagovaranje inovativnih modela civilno-javnog partnerstva, participativnog upravljanja, aktivnog građanstva i emancipatorske institucionalne transformacije.

Summer School: In 2022, in cooperation with organizations Operation City (Croatia) and Jadro (North Macedonia), Kooperativa organised the first Summer School held in Ohrid under the name “Liquid Frameworks, Solid Institutions — Building Participation from the Bottom up”. The Summer School brought together participants from Southeast Europe and the Western Balkans (Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Greece, Kosovo, Montenegro, North Macedonia, Romania, Serbia, Slovenia) and more than 20 international experts and lecturers. The activities programme included peer-to-peer workshops, lectures, presentations, panel discussions, discussion groups, reading groups, etc. The aim of the programme is capacity-building for civil society organizations in Southeast Europe, along with development and advocacy of innovative models of public-civic partnership, participatory governance, active citizenship and emancipatory institutional transformation.
**Publication of source books:** with the aim of systematic and long-term collection and articulation of knowledge on innovative models of bottom-up organisation, in 2021 Kooperativa launched a series of educational manuals (source books). The first source book, published in 2022, “HOW TO BUILD NETWORKS AND WHY?: From Resilience towards Sustainability”, makes a significant contribution to the inclusion of often neglected post-Yugoslav experiences and practices of networking, cooperation and horizontal organisation in the recent knowledge about networks. The source book conveys practical knowledge and useful information about the very process of bringing together networks, and using specific examples underlines the importance of united and joint action in the sector.

The original source book was published in 5 languages and included an international team of authors and collaborators involved in its publication.

In the upcoming period, two source books, focusing on innovative models of cultural space management and programming cooperation, are scheduled for publication.

The aforementioned programmes were designed and implemented as part of the collaborative project “Regional Lab: New Culture Spaces and Networks as drivers of Innovation and Sustainable Bottom-up Development of Regional Collaboration (REG.LAB)”. The project coordinator is Kooperativa, and it is implemented in partnership with the following organisations: Anibar (Kosovo); Association of Arts and Culture NGOs and Freelancers (Slovenia); Association Independent Culture Scene of Serbia (Serbia); Jadro Association (North Macedonia); Youth Cultural Centre Abrašević (Bosnia and Herzegovina); Operation City (Croatia).
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| Zagreb, Croatia | PROSTOR GIGA Zagre...
Upravnim odborima Kooperative od osnivanja 2012. bili su:
Teo Celakoski (Multimedijalni institut, Zagreb)
Dušan Dovč (SCCA Ljubljana)
Iskra Geshoska (Kontrapunkt, Skopje)
Hristina Ivanoska (Asocijacija Jadro, Skopje)
Vjollca Krasniqi (Quendra Multimedia, Priština)
Mistral Majer (Društvo Asociacija, Ljubljana)
Milica Pekić (KIOSK, Beograd)
Jadranka Plut (Društvo Asociacija, Ljubljana)
Tatjana Rajić (Expeditio, Kotor)
Ares Shporta (Fondacija Lumbardhi, Prizren)
Nataša Zavolovšek (Exodos, Ljubljana)

Kooperativu su od 2012. koordinirale:
Tomislav Domes
Martina Kontošić
Marija Krnić
Antonija Letinić
Katarina Pavić
Mirela Travar

Kooperativi su radili i:
Srđan Nanić
Julia Bakota Švencbir

Trenutni saziv Upravnog odbora Kooperative čine:
Peter Cerovšek (SCCA Ljubljana)
Luka Knežević-Strika (Asocijacija NKSS, Beograd)
Davor Mišković (Drugo more, Rijeka)
Tijana Ana Spasovska (Asocijacija Jadro, Skoplje)
Vullnet Sanaja (Anibar, Peć)

Kooperativin tim su:
Ena Grabar (financijska administratorica i voditeljica ureda)
Dejan Košćak (projektni menadžer)
Marija Krnić (programska koordinatorica)
Tihana Pupovac (koordinatorica / coordinator)
This appendix sets before itself the difficult task of attempting to encompass in content and form the ten years of growth, development, trial and error, continuity and discontinuity in the work of Kooperativa. In the absence of ample time and resources for a more comprehensive effort of archiving the organization’s work and (self)production of organizational memory, the format of extended errata and a design intervention in the already existing publication published in 2018 reflects the very spirit of Kooperativa: a dedication to renewed contemplation and constant re-examination, building on the ruins and creation on the margins.

And so, with the new strategic plan adopted in 2021, Kooperativa enters the new decade of activity somewhat changed, but at the same time more vigorously dedicated to its fundamental goals and values. In the first instance, this entails focusing our activities on restarting the exchange and cooperation pilot programme conducted in 2016, as well as on further growth and development of the organization and its programmes, and a continuation of advocacy efforts in establishing a stable financial mechanism for cooperation in the region.

The growth of the organization and its programmes, which were particularly influenced by the implementation of the project “Regional Lab: New Culture Spaces and Networks as drivers of an Innovative and Sustainable Bottom-up Development of Regional Collaboration (REG.Lab)” supported by Creative Europe for collaborative projects in the Western Balkans, brought structural challenges in the management of the organization and the involvement of its members. Therefore, in 2022, Kooperativa revised its Statute in an attempt to reconcile the open-ended and horizontal nature of the platform with operational and management requirements that growth inevitably entails. Of course, as always, guided by the idea of experimenting with participatory decision-making models and democratic procedures.

During the 4 years since the publication of the edition “Connecting through Culture”, Kooperativa has grown in the number of its member organisations, adopted a new Strategy and laid the foundations for increased programming and advocacy activities through organizational growth. Continuing and expanding our proactive advocacy approach to decision-makers in all countries in the region, in the programmatic sense, and following the direction of development defined by the new strategic plan, we have started the new decade by piloting new programmes aimed at capacitating organizations and individuals who work in them. These programmes were developed on the basis of previous formal and informal meetings and collaborations, as well as the experiences of Kooperativa and its members, which we outline in continuation.