



THE
DEMOCRACY
&
CULTURE
FOUNDATION

Strategic Plan Overview

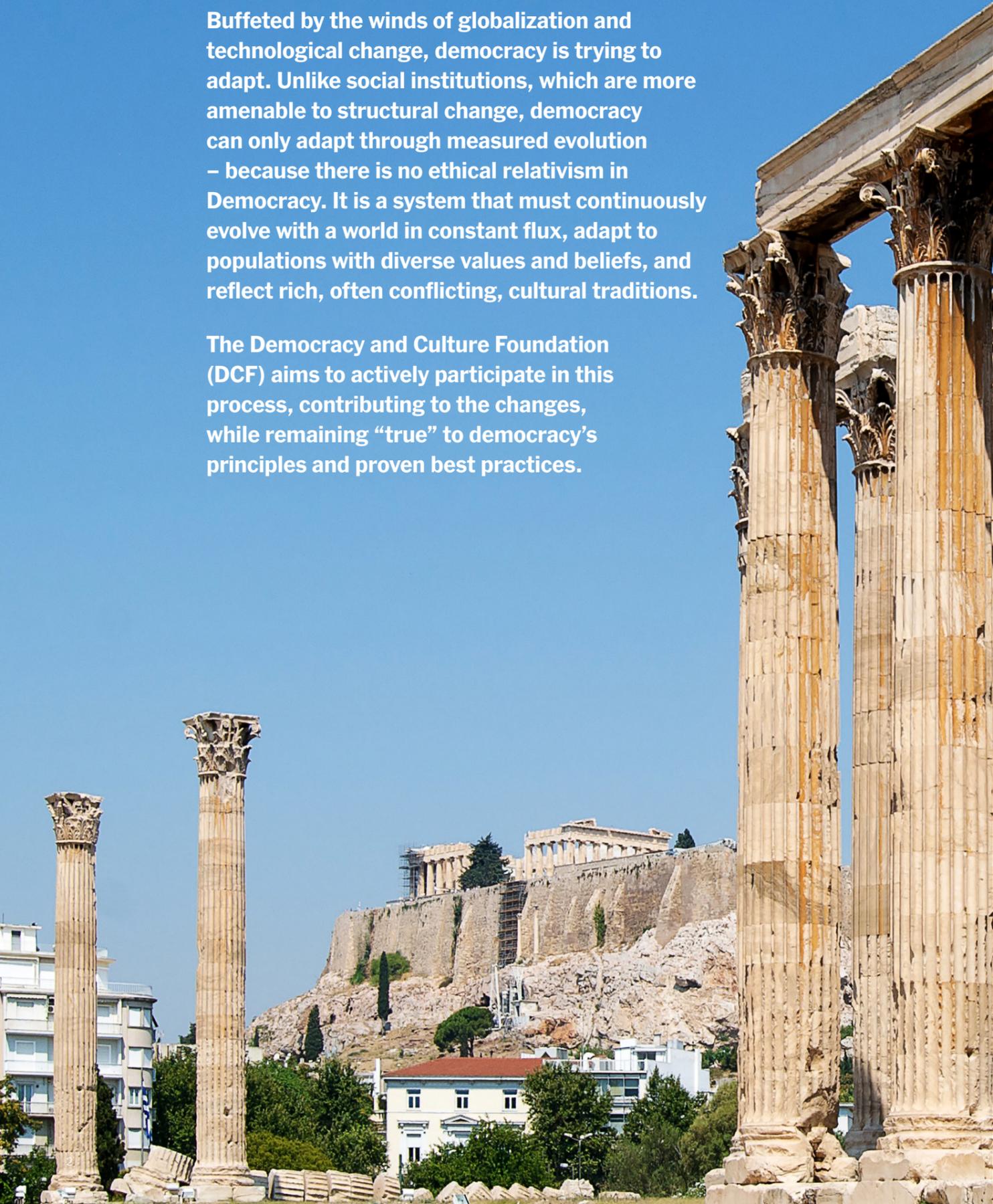
May 2020

ΚΟΡΑΗ
ΑΓΧΟΘΙ ΠΕΡΙΔΩΝ ΕΗΚΟΙΟ ΦΙΛΟΙ ΟΜΟ
ΤΟΥ ΚΛΕΙΝΟΥ ΚΟΡΑΗ ΤΟΝΔ ΑΝΕΘΕΝΤΟ
ΟΦΡΑ ΝΕΟΙ ΜΟΥΣΩΝ ΠΡΟΦΟ ΠΙΛΕΞΟΝΤΕΣ
ΜΟΡΦΗΝ ΑΙΝΗΤΟΥ ΖΗΛΟΝ ΕΧΩΕΙ ΒΙΟΥ

Introduction

Buffeted by the winds of globalization and technological change, democracy is trying to adapt. Unlike social institutions, which are more amenable to structural change, democracy can only adapt through measured evolution – because there is no ethical relativism in Democracy. It is a system that must continuously evolve with a world in constant flux, adapt to populations with diverse values and beliefs, and reflect rich, often conflicting, cultural traditions.

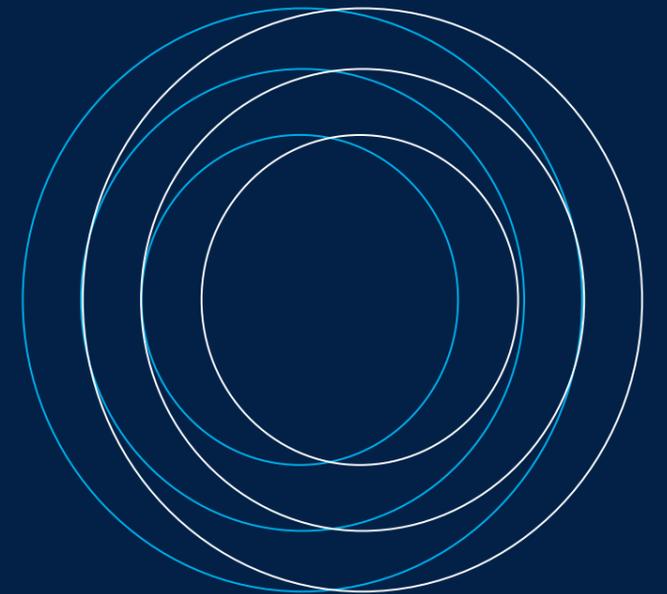
The Democracy and Culture Foundation (DCF) aims to actively participate in this process, contributing to the changes, while remaining “true” to democracy’s principles and proven best practices.



THE MISSION

The Foundation aims to **empower society through citizen engagement and better governance** by becoming the leading global platform for dialogue and solution-oriented activities concerning:

- 1/ The evolution of democracy, civil society and the media
- 2/ The role of culture as an expression of freedom and individuality in allowing democracy to flourish



Democracy and the drivers of change

Our world is undergoing a second wave of globalization, driven not only by economic forces, but also by unprecedented technological progress; after all it seems that globalization and technology are feeding each other.

These twin forces have created the need for new work skills and have led to rapidly rising inequality in conjunction with adverse economic conditions which often amount to crises, the rapid dissemination of news and knowledge, fake news, large-scale migration, climate change, expansive terrorism, the retreat of national sovereignty, outdated and unresponsive institutions, and the debasing of the social contract. Technology itself is seen as potentially leading to the loss of large tracts of personal freedom through expanded surveillance.

Liberal capitalism is in crisis: The state is still unable, in the midst of plenty, to support a fully developed, functioning and equitable welfare state.

As a result of all this, social unrest, political volatility and authoritarianism are on the rise. A lack of effective leadership and the emergence of pandemics caps it all.

Democracy is under siege. To meet its enemies, it must evolve and apply a new paradigm. It must evolve in a way that will enable society to incorporate the benefits of globalization and technology through solution-oriented multilateral, national and local institutions and simultaneously to meet people's desires and needs while also offering them security in an age of uncertainty.



SCOPE OF ENGAGEMENT

To achieve its mission the Foundation is engaged at three levels:



Think

Actively support the search and articulation of new ideas and concepts that can translate into better democratic processes and a wider understanding of culture

The priority is on innovation and identification of pragmatic options



Talk

Engage in constructive dialogue and disseminate these innovative ideas and concepts through all possible enablers

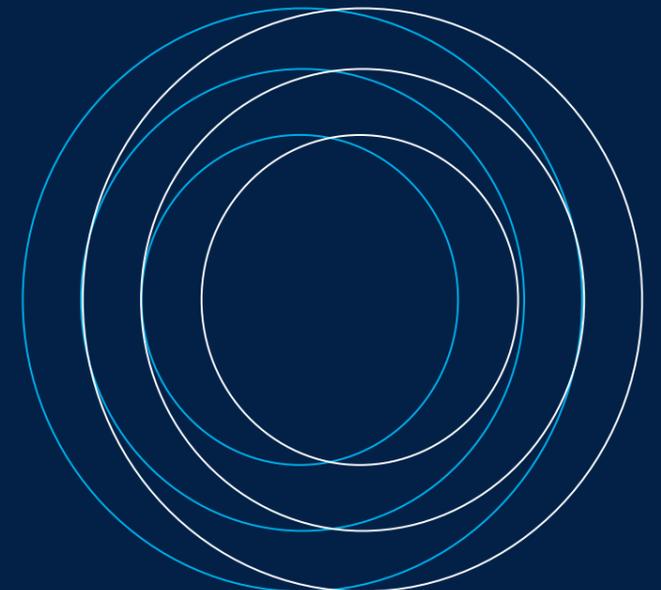
The priority is to engage the most suitable discussion partners and to adopt concrete policy-oriented solutions



Do

Carry out, in cooperation with activist partners, conceptually original and practically critical activities related to the promotion of democracy and culture

The priority is to combine the "top-down" and "bottom-up" robust implementation of suggested policies



Objectives

The DCF mission can be translated into five objectives:

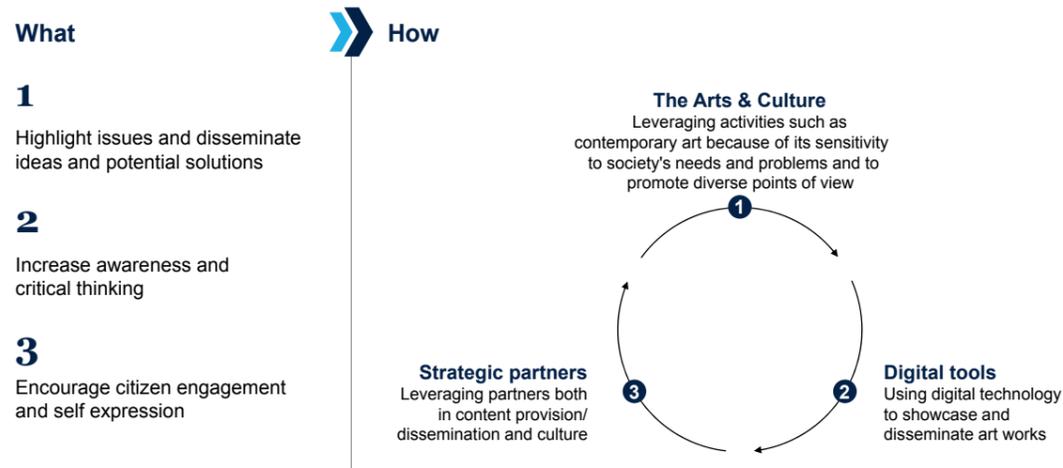
- **Innovation:** exploit technological innovation to collect, organize, use and disseminate knowledge and information and to explore and promote novel ways in the shape, tools and governance of the democratic process.
- **Dialogue:** promote diverse, inclusive and solution-oriented dialogue, so as to ensure that all stakeholders are equally represented and heard.
- **Truth and transparency:** foster truth and transparency at all political and societal aspects and explore paths to deal with misinformation.
- **Sharing and education:** promote the use of best practices, educate citizens and leaders and ensure that institutions adapt to today’s ever-changing environment.
- **Citizen engagement:** encourage the spread of knowledge, interaction, deliberation and citizen participation beyond voting.

The link with culture

In the core of DCF’s mission lies the link between democracy and culture, where culture can be a means to highlight issues, and expand citizens’ awareness and engagement. This could be achieved through the use primarily of contemporary art, the active and passive cultural participation, the set-up of strategic partnerships and the use of digital tools (Exhibit 1).

Exhibit 1

Central to the DCF mission is the link between democracy and culture, which can help highlight issues, increase awareness and encourage citizen engagement



Antony Gormley, Connect, 2015. Installation view, SIGHT, at the archaeological site of Delos Island, 2019
Photograph ©-Oak Taylor Smith | Courtesy NEON; Ephorate of Antiquities of Cyclades and the artist

Initiatives

To deliver on its objectives, the Foundation engages in six key initiatives:

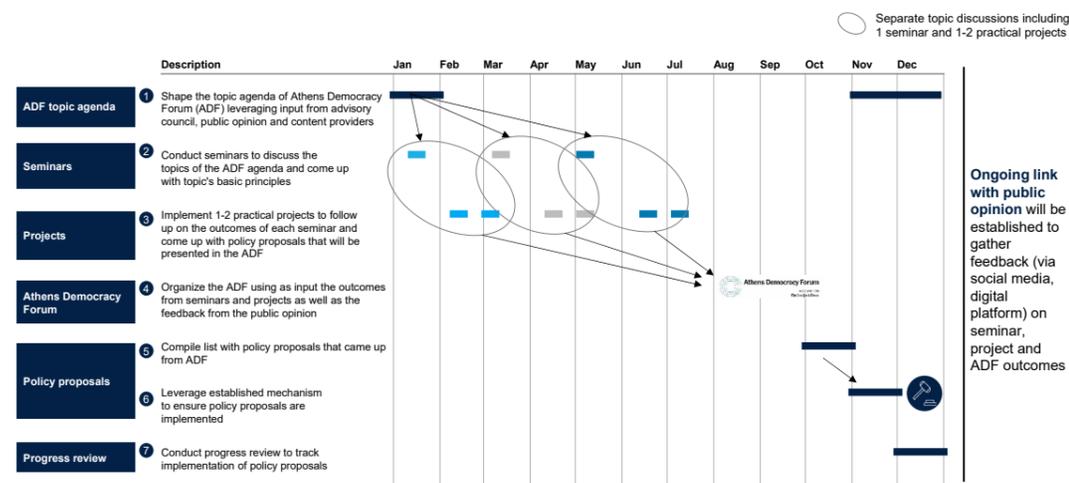
- **Curated library** – an interactive, inclusive, codified and curated depository of knowledge, know-how and best practices in the fields of democracy and culture.
- **Incubation lab** – a number of seminars that will help create innovative content.
- **Events** – conferences that will build around the “Athens Democracy Forum” and the “Art for Tomorrow” conference, promoting policy and solution-oriented debate.
- **Interactive digital platform** – a platform to facilitate idea generation and sharing, knowledge transfer, and networking.
- **Projects** – specifically designed programs (based on the interaction of all stakeholders in politics and culture) that will test on the ground ideas originating in seminars; the Foundation will also actively link experts to the wider public and establish and/or promote citizens’ assemblies and parliamentary caucuses.
- **Development of democratic leaders** – an ongoing learning lab on the operation of democratic institutions, aiming to increase interaction and spread the use of best practices through dedicated themes, visits and dialogues.

All these initiatives are structured in an annual operating plan to shape the agenda, develop content, drive implementation and conduct regular reviews on progress and impact to date (Exhibit 2).

Exhibit 2

DCF will adopt a structured “operations plan” including all stages from setting the agenda to implementing policy proposals

12-month calendar



A key enabler supporting DCF’s delivery will be a mobile application, aiming to promote the work and the ideas of the Foundation, to disseminate knowledge and to bring culture at the doorstep of citizens (**Exhibit 3**).

Exhibit 3

DCF will launch a mobile application¹ to engage with the various stakeholders



1. In collaboration with a leading global platform provider

Approach

The Foundation combines four differentiating elements:

- **Distinctive content** – including the most advanced collection of know-how, literature and best practices via world-class partnership with NYT and additional projects.
- **Novel way to address issues** – innovative approach to define and analyze democracy issues enabled by a structured methodology, participation in prestigious conferences and distinctive partnerships.
- **Practical, “two-way” implementation approach** – implementation combining a “top-down” policy recommendation approach with a “bottom-up” grassroots movement (primarily through social media) that feeds back to policy recommendations and new initiatives (Exhibit 4).
- **Link to public opinion** – the most comprehensive link to public opinion, leveraging all media to engage citizens through partnership with Facebook.

Exhibit 4

To drive implementation, DCF will combine a “top-down” policy recommendation approach with a “bottom up” grassroots movement



Governance & operating model

The Foundation is a legal entity headquartered in London with its offices in Paris and Athens.

It is governed by a Board of Directors (BoD), which sets overall policy and objectives, establishes the Foundation’s set of ethical values and ensures that objectives are met.

Specifically, the Board of Directors adopts ethical and legal governance and financial management policies and proposes actions that contribute to the DCF’s strategic focus, effectiveness and financial sustainability. The BoD approves the annual budget, sets compensation standards and ensures the prudent use of the Foundation’s assets: people, goodwill, facilities and endowments. It is actively involved in fund-raising efforts, addresses conflict-of-interest issues and advocates the Foundation’s mission.

A Leadership Council acts as “Angels” – it is the body of last appeal, takes a lead in the funding for the Foundation, gives strategic advice, safeguards ethical standards and ensures the DCF’s presence in all networks.

An open-number honorary Board of Patrons offers know-how, opens up funding sources and promotes by all means at its disposal the Foundation’s work and achievements.

The Foundation is run by an Executive Director (in the form of a Chief Executive Officer) who also sits on the Board of Directors and acts as the conduit between the Foundation on the one hand and the Board of Directors and Leadership Council on the other. He is assisted in the daily operation of the Foundation by a Managing Director – essentially a Chief Operating Officer.



Partnerships

To expand its reach and relevance and ultimately its ability to deliver impact, DCF will seek to partner with a number of leading institutions. These partnerships will help DCF (i) leverage technology at scale to increase outreach and connect users, (ii) source and disseminate distinctive content through collaborations with leading public press channels and think-tanks, (iii) educate leaders through online educational platforms, (iv) access expertise and upgrade execution capabilities and, (v) draw recognition from attending and presenting at well-established conferences and events (Exhibit 5).

Exhibit 5

DCF will partner with leading global institutions to expand its reach and relevance and upgrade its execution capabilities

	Objective	Examples
a Platform provider	Access large sized communities leveraging social media Leverage targeted advertising to attract users	Microsoft Google Facebook
b Content providers/ developers	Exchange content that can be used on the different DCF platforms Take advantage of know-how regarding the curation and review process	The New York Times ADAM SMITH INSTITUTE
c Content disseminators	Raise public awareness through interviews or articles writing in democracy and culture columns of respected public press channels (e.g. newspapers, blogs) Issue special editions and publications periodically Leverage digital tools to disseminate content	The New York Times Apple iTunes
d Educational support	Complement initiatives and proposition with additional content provided by online learning platforms	Singularity edX
e Execution support	Co-create solutions to increase reach (e.g. co-host conferences, project cooperation), when DCF expertise is not adequate Gain intelligence on the world's eminent issues in democracy and culture	newDEMOCRACY Luminare
f Conferences & events	Draw recognition from attending well established conferences & events under the brand of DCF Gain additional expertise in events organization from distinguished forums	ene Munich Security Conference msc

Funding

The DCF has put in place a fully-fledged funding strategy, divided into two phases. The first phase covers the year 2020 and involves the setting up of the Foundation, the convening of a pilot seminar-cum-special project and its integration with the ADF. Funding for this phase will come from sponsorships (with a significant portion already committed), as well as from net revenue resulting from the conferences and the pilot seminar/special project.

The second phase, from 2021 onward, envisages the scaling up of funding mainly from two sources: Internally, from the conferences and other activities organized by the DCF as well as from its participation in a cluster of partner conferences and projects; and externally from the creation of an endowment, with a minimum target of \$10 million through its appeal to other foundations businesses and individuals. At this stage the Foundation has a commitment that covers 20% of the above-mentioned sum.

Simultaneously, and in accordance with its strategic plan, the Foundation plans to seek additional funding from E.U. subsidies, individual philanthropic contributions, grants from other foundations and sponsorships from companies implementing CSR policies in line with and complementary to the Foundation's principles and work.



Measuring and reporting success

The Foundation has set in place several Key Performance Indicators (KPIs) to evaluate at all times its ability to meet objectives; some of the most important KPIs are the following:

- Number of proposals turned into policies
- Number of proposals generated
- Attendance at seminars and conferences
- Quality of attendance (academic, business, political)
- Social media presence
- Number of special projects
- Practical results of special projects
- Press and TV publications/mentions

The Foundation has in place a tight – but not overbearing – reporting policy. These include a bi-monthly report to the Board of Directors, a quarterly report to the Leadership Council and an annual report to the sponsors and partners. There will also be an annual report for the public at large, detailing the Foundation’s activities.

We invite you to join us in this challenging endeavor – for the rich rewards it will bring from knowing that one has been instrumental in safeguarding the world’s most precious heritage: freedom of expression, equality of races, mutual respect for civilizations and a breadth of opportunities for all





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