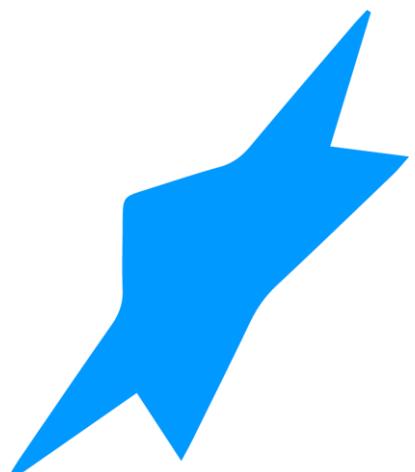


EUNIC CLUSTER GUIDELINES

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About

These Cluster guidelines provide the key information for EUNIC clusters: how to lead and run them, how they are linked to the EUNIC network, and how to implement joint projects within the framework of the EU's strategic approach to international cultural relations.

The guidelines set out in this document are binding and prevail over other documents, including the Cluster Charter. Clusters represent the entire EUNIC network and are accountable to the EUNIC General Assembly.

The General Assembly approved this version of the Cluster guidelines in June 2019 in Rome. It has been last updated in October 2019 and will be updated at least once a year.

Contact

The EUNIC Global office is based in Brussels and supports EUNIC members in the delivery of collaborative work worldwide, advocates for European cultural relations, and facilitates knowledge sharing and capacity building between the people of the EUNIC network.

EUNIC cluster representatives can reach out to EUNIC Global about questions relating to the network, to cluster governance, creating strategies as well as anything else pertaining to European cultural relations at clusters@eunicglobal.eu or +32 2 640 81 58.

1 THE EUNIC NETWORK

Informal collaborations of European national cultural institutes predate the creation of EUNIC. Cultural institutes have been working together for many years. Traditionally these collaborations were one-off projects without a strategic framework or support from head offices.

In 2006, the EUNIC network was formally established to fulfil the following purposes (see Article 2 of the Statutes of EUNIC¹):

- Create effective partnerships and networks between European Union National Institutes for Culture to **improve and promote cultural diversity and understanding** between European societies and to **strengthen international dialogue and cooperation** with countries outside of the European Union;
- **Act as a partner of the European Commission** and other European institutions in defining and implementing European cultural policy;
- **Act as an advocate of the value of cultural relations** in promoting better international understanding and, as part of this, **argue for a strong and independent voice for the cultural sector**;

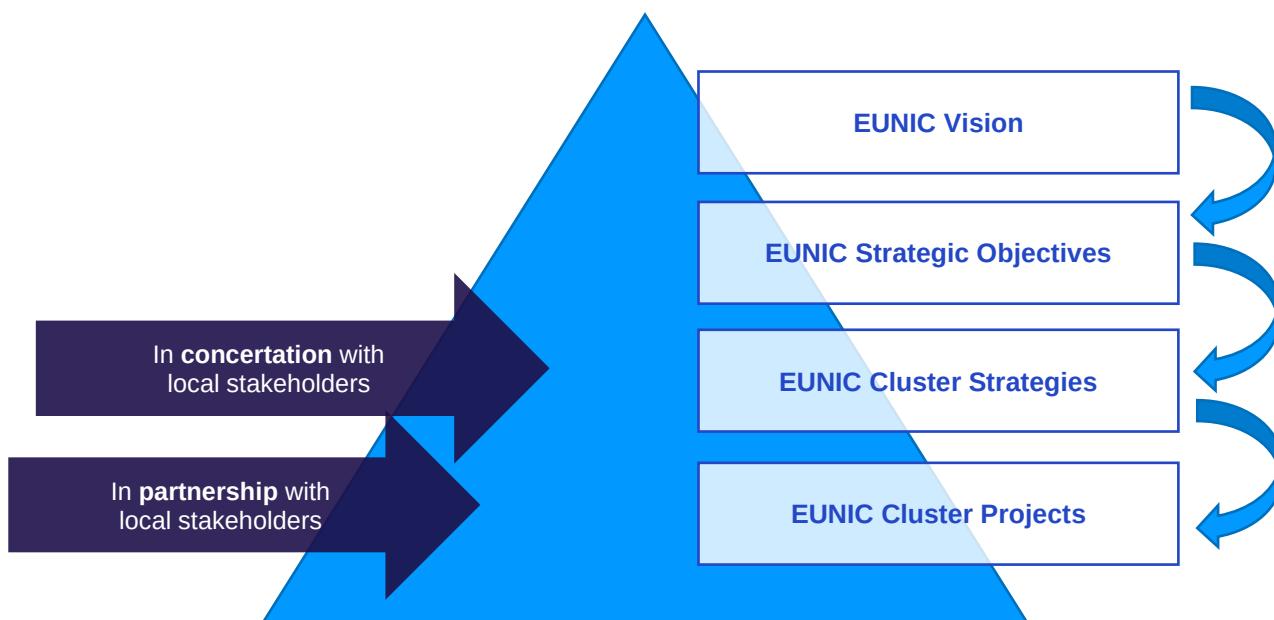
¹ See eunicglobal.eu/members for a copy of the EUNIC statutes.



- **Undertake joint research** that will be of value to the European Commission and other organisations in further understanding of Europe-wide cultural issues;
- **Share best practices** and discuss issues of common interest.

EUNIC currently has three strategic objectives, adopted in 2015:

- To enhance EUNIC's capacity to participate in the design and **implementation of cultural diplomacy and cultural relations projects** inside and outside the EU;
- To strengthen **EUNIC's advocacy** and support research;
- To support and facilitate **knowledge transfer**, training and capacity building.



EUNIC operates through a number of levels. Activities are realised together with local stakeholders.

EUNIC's vision was also adopted in 2015:

EUNIC is to become the delivery, research and training partner of choice for cultural diplomacy and cultural relations at European and international level by 2025.

1.1 EUNIC network today

The EUNIC network currently has 36 full members from all 28 EU Member States and no associate members. EUNIC members are organisations that engage in cultural and related activities beyond their national borders and are based in EU Member States (see Article 4 of EUNIC statutes). Heads of EUNIC members meet twice a year – in June and December – for **General Assemblies**. EUNIC heads elect a president and a vice-president, who together with four ordinary members form the EUNIC Board of Directors. Board members serve a term of two years, including the presidency of which the first year is



spent as vice-president and the second one as president. **The Board is tasked with taking executive decisions, while the General Assembly steers the EUNIC network strategically.** Each EUNIC member also has a focal point dedicated to working on EUNIC issues.² These colleagues also meet twice a year.

EUNIC has been receiving a grant from the EU's Creative Europe programme on support to European networks since 2015, for the project called "**Crossroads for Culture**" (C4C). The project aims to establish a European cultural relations sector, enabling the network to hold seminars and workshops with all its members – such as cluster seminars and knowledge sharing workshops –, exchange knowledge, and build capacities.

On a global scale, EUNIC today counts 116 clusters in 93 countries; 38 of which are located inside the EU and 78 outside of the EU. Clusters are collaboration platforms established in countries where at least three EUNIC full members operate.



Current location of EUNIC clusters worldwide

1.2 EUNIC as strategic partner of the EU

EUNIC clusters are indispensable for the EUNIC network to fulfil its strategic vision of becoming the delivery partner of choice of cultural relations projects of the EU in third countries. The EU – through its delegations abroad – is therefore a strategic partner of EUNIC clusters.

In 2016, the EU defined its vision of international cultural relations in the "Joint Communication: Towards an EU strategy on international cultural relations"³ which was officially welcomed through Council Conclusions in 2017 and fully endorsed in 2019.⁴ The Joint Communication defines its approach to culture

² A list of all EUNIC focal points can be found in the annexes on page 24.

³ See: <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=JOIN%3A2016%3A29%3AFIN>

⁴ The Council of the EU unites ministers from all EU Member States. It adopts laws and coordinates policies.



as a cross-cutting, overarching approach which includes inter-cultural dialogue, tourism, education, research, creative industries, heritage, new technologies, artisanship, and development cooperation. It employs a new definition of cultural diplomacy in terms of cultural relations, highlighting the importance “to go beyond projecting the diversity of European cultures” and towards “global solidarity”.

Here, cultural relations can be understood as the fostering of understanding between countries and especially their peoples. They seek to engage in **dialogue with broader publics**, employing an **approach based on partnership rather than representation and showcasing**. Generally speaking, they present a more ‘rounded’ picture of a country as opposed to cultural diplomacy approaches.⁵

The Joint Communication further defines the following **principles of cultural relations**:

- Engaging in dialogue, mutual listening and learning
- People-to-people approach and partnering with local stakeholders
- Bottom-up approach, based on partners’ needs
- Co-creation and joint capacity-building

The Joint Communication also calls for new types of partnerships for the EU, including EUNIC as a potential partner.

Following this, in 2017, EUNIC formalised a **strategic partnership with the European Commission (EC) and the European External Action Service (EEAS)**. The three parties signed an **Administrative Arrangement** to enhance cooperation in the field of the external cultural relations.⁶ EUNIC clusters and EU Delegations in countries outside of the EU are encouraged to collaborate on the design and delivery of cultural relations projects.

To further its involvement in European cultural relations, in 2018 EUNIC Global received a grant from the EU to deliver cultural relations projects in non-EU countries, the **European ‘Houses’ of Culture project**.⁷ This two-year project is a Preparatory Action initiated by the European Parliament and looks at **new ways of engaging in European cultural relations outside the EU**. It is testing and implementing innovative collaboration models between European actors such as EUNIC members and EU Delegations with local stakeholders from the cultural and creative sectors. The project helps to deliver the EU strategy on international cultural relations and will ultimately **provide policy recommendations to the EU**.

In April 2019, the Council of the EU has further invited EU Member States, the European Commission and the EEAS to work together on cultural relations in third countries. The Council asks all actors to implement

In May 2017 the conclusions on culture in external relations were adopted at the Education, Youth, Culture and Sport Council: <http://data.consilium.europa.eu/doc/document/ST-7935-2017-INIT/en/pdf>. In April 2019, the Foreign Affairs Council approved another set of conclusions on international cultural relations:

<https://data.consilium.europa.eu/doc/document/ST-7749-2019-INIT/en/pdf>.

⁵ Definitions based on those used in the report of the project “Culture in EU external relations” (2013/14), see www.cultureinexternalrelations.eu

⁶ See eunicglobal.eu/news/administrative-arrangement-signed-between-eunic-and-the-european-union

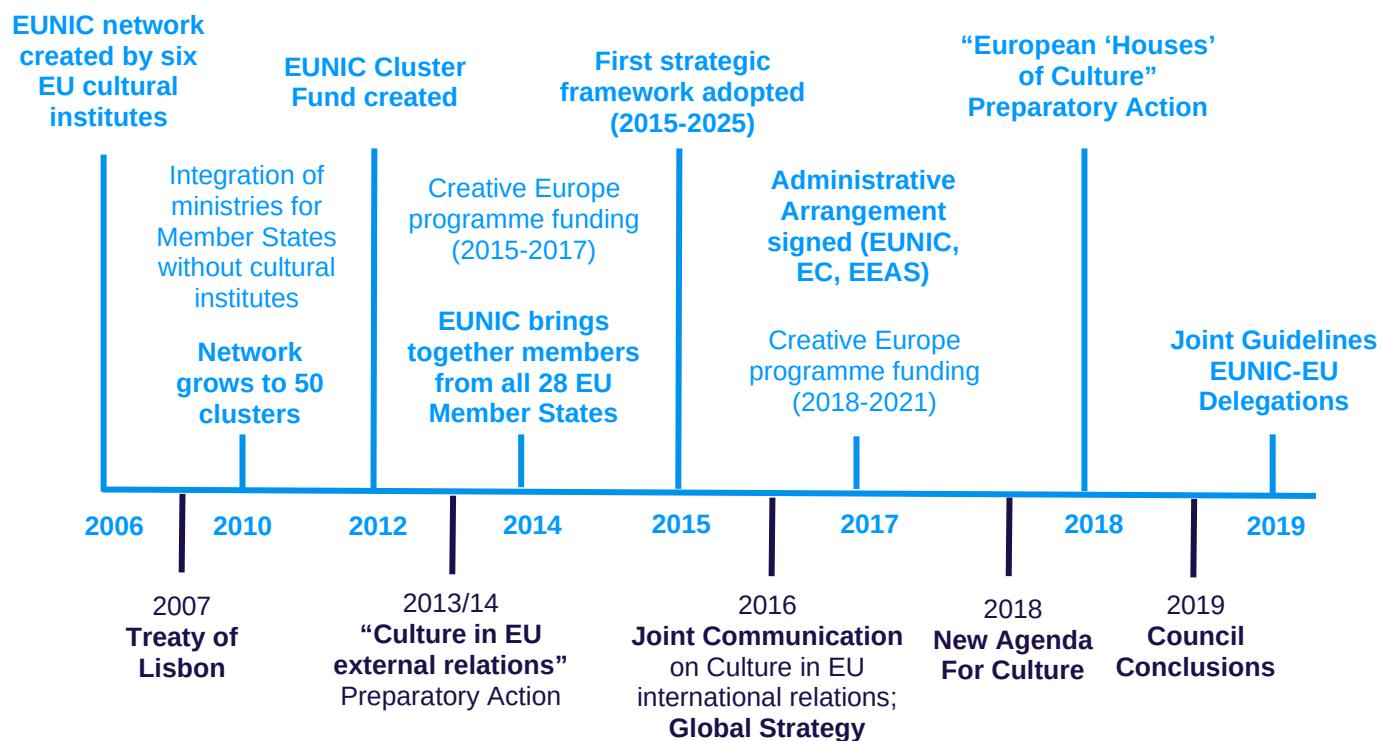
⁷ See eunicglobal.eu/european-houses-of-culture



common projects and joint actions in third countries, “based on a common strategic vision developed by the Member States, their national cultural institutes, EUNIC, EU Delegations and local stakeholders”⁸.

In June 2019, **Joint Guidelines**⁹ were published on the partnership between the European Commission, the EEAS, and EUNIC. These guidelines are intended to **provide a practical framework to strengthen the partnership between the EU and EUNIC**. They should advise colleagues working in EU Delegations, EUNIC clusters worldwide, the European Commission, the EEAS, and in EUNIC members’ headquarters on **how to design effective working relationships** in order to further enhance their cooperation and ensure synergies and complementarity in the delivery of cultural relations strategies and projects.

History of EUNIC and international cultural relations strategy of the EU



2 CLUSTER GOVERNANCE

EUNIC clusters are collaborations platforms established in countries or cities where at least three EUNIC full members have a local office or work in. **Clusters operate nationwide or city-wide and take the name of the country they are active in** (“EUNIC Jordan”), unless in cases where more than one

⁸ Council Conclusions of April 2019: <https://data.consilium.europa.eu/doc/document/ST-7749-2019-INIT/en/pdf>

⁹ See eunicglobal.eu/news/published-joint-guidelines-on-the-partnership-between-eunic-the-eeas-and-the-european-commission



cluster has been created in a country. In this case, the cluster adopts the name of the city it operates in ("EUNIC Brasília"). Each cluster represents the entire EUNIC network.

According to the EUNIC statutes, the General Assembly **has the authority to**:

- create clusters in any country in the world with a view of promoting the purposes, initiatives and projects of the network.
- make decisions regarding established clusters. Clusters remain subject to the decisions of the General Assembly and operate subject to its authority.

Establishing and running a cluster **does not involve creating a legal identity**. If in rare cases legal identity is absolutely required for the cluster to become operational, the General Assembly needs to approve its establishment.

2.1 Process to start a cluster

The process to start a new EUNIC cluster is the following (all mentioned documents are attached in the annexes):

1. At least three full **EUNIC members** gather to form a cluster in a new location, informing EUNIC Global and their respective focal points in EUNIC member organisations of their plans.
2. The members of the potential cluster develop a **draft cluster strategy**. Ideally, the cluster also invites the EU Delegation or EC Representation as well as other key local partners to draft a shared vision for cultural relations work in the country they operate in.
3. The cluster shares the draft strategy with EUNIC Global, which ensures it is in congruence with the EUNIC vision, strategy and the network's purposes.
4. The potential members fill in the **application form, appointing one contact person, and submit it together with the (if applicable revised) draft cluster strategy** to EUNIC Global by email either **by 1 May or 1 November**.
5. EUNIC Global submits the application to the General Assembly. The General Assembly decides on the approval of the cluster.
6. EUNIC Global communicates the General Assembly's decision to the contact person of the potential cluster.
7. If approved by the General Assembly, the cluster's full members can then **sign the Cluster Charter**. At this point, the cluster should **decide about the leadership and assign a president**.
8. The cluster sends a scanned copy of the signed Cluster Charter to EUNIC Global by email.
9. EUNIC Global adds the cluster to its database and the website.
10. **The EUNIC Global director countersigns the Cluster Charter** and sends it back to the cluster. This completes the process of establishment of the cluster. **The cluster is now fully operational**.

2.2 Cluster Charter

The Cluster Charter is the **basic document formalising the collaboration** between the members of a cluster. It includes the basic information on the objectives, governance, membership and identity of the cluster. If any contradiction arises between the Cluster Charter and the Cluster Guidelines, the latter prevail.



Only full members of the cluster sign, date and stamp the Cluster Charter using the template agreed by the General Assembly (see annexes page 27). The signed Cluster Charter is shared with EUNIC Global, whose director countersigns it.

Full members or mandated organisations can automatically join the cluster without approval from other full cluster members by signing, dating and stamping the existing Cluster Charter. The cluster president shares a scanned copy of the updated Cluster Charter with EUNIC Global.

Associate members, strategic partners and other partners do not sign the Cluster Charter. However, the cluster should keep a record of all members and inform EUNIC Global office if a new associate member or permanent partner engages in the cluster. See section 3 on membership types.

2.3 Cluster strategy

The General Assembly decided in December 2016 that all clusters are required to **develop a three-year cluster strategy and create a mission statement**. The strategy is intended to provide strategic and practical guidance to clusters' work and future activities by focusing on the specific local contexts in which they operate. **Clusters are encouraged to concert with local stakeholders and the EU Delegation or EC Representation** as they develop their strategies. Local stakeholders include civil society organisations, public institutions and other actors based and operating in partner countries. The strategy should be revised every three years.

A strategy template and recommendations on how to develop a strategy are available in the annexes. EUNIC Global can provide examples of strategies developed by other clusters and give feedback during its development, making sure it aligns with EUNIC's strategy and vision as well as the network's purposes.

2.4 Shared strategic vision

The **Joint Guidelines** EUNIC co-authored together with the EEAS and the European Commission in 2019 recommend developing a **shared strategic vision on cultural relations work (in a respective country) with all actors involved**.¹⁰ This includes not only EUNIC clusters and EU Delegations, but also local stakeholders from the cultural and creative sectors as well as cultural counsellors or cultural attachés of the diplomatic or consular missions of EU Member States. This ensures a broad, coordinated approach and thereby increases impact. Other relevant actors such as international organisations should be involved as well. The more actors agree on a shared vision, the more impact cultural relations work can have.

The vision gives the wider framework of a cluster's activities, while the strategy provides the concrete objectives and specific activities. The strategy should be revised every three years, while the vision should remain relevant for a longer timeframe.

2.5 Cluster leadership and management

The cluster is headed by a **cluster president who acts as its main contact person and spokesperson**, facilitates its work and liaises with EUNIC Global. Only a representative of an institution with full membership status can be elected as president. The presidency is a personal rather than an institutional

¹⁰ See section 1.2.



appointment. In the role of president, the colleague is expected to represent the cluster rather than the interests of his/her own organisation.

EUNIC clusters have established different models of running leadership. Depending on the needs and size of the cluster, one or two vice-presidents may support the work of the cluster president to form a presidency team. Some clusters have also established a co-presidency of two colleagues.

Cluster presidents are **generally elected for a period of one year**, following which either new elections are held for the presidency, or the vice-president becomes the president and a new vice-president is elected. The latter practice is recommended and mirrors the governance at the EUNIC members headquarters' level. When the mandate of a cluster president finishes and a new one takes office, an **appropriate handover** should take place. A handover checklist is available in the annexes on page 37.

Tasks of the cluster president:

- Coordinate regular meetings, keeping and circulating minutes with the cluster;
- Be the cluster's contact person for the EUNIC Global office, **distributing all information issued by the EUNIC secretariat amongst all cluster members**;
- Keep original versions of all relevant cluster documents representing its institutional memory;
- Ensure handover at the end of the presidential term.

Elected cluster presidents receive a welcome letter and information package by EUNIC Global. They receive invitations to regional cluster seminars, held roughly every other year (in a given region).

Clusters should define an effective governance model. This could mean the cluster defines smaller working groups tasked with particular issues, such as developing and implementing a project or redefining the cluster's strategy. These groups meet more often while regularly reporting to all cluster members.

According to the principle of "**variable geometry**" laid out by the Administrative Arrangement (see section 1.2) **not all EUNIC members need to engage in all activities of the cluster at all times**.

All cluster members are expected to actively collaborate on the implementation of the cluster strategy by designing, implementing and communicating joint activities. The cluster should meet regularly, develop and regularly revise the three-year cluster strategy, also where possible involving EU Delegation and local partners in this process. Cluster members are also encouraged to share their planning cycles and strategies and priorities to create synergies in working together. Clusters should also meet regularly with EU Delegations or EC Representations and create an effective partnership based on the Joint Guidelines.

2.6 Membership fees

While they are not mandatory, clusters can establish **membership fees to cover the running costs of a cluster**, e.g. hire a coordinator or cover administrative expenses. Some clusters have differentiated membership fees for full and associate members with the latter paying less, while in other clusters the same membership fees apply for both full and associate members. Generally, cluster fees range between an annual amount of 200 and 1000 Euros.



Clusters should adopt a flexible and inclusive approach to membership fees based on the principle of variable geometry, meaning that cluster members can support those projects which fit their own strategic priorities and match their capacity. The **membership fee amount should neither prevent members with limited resources to participate** (in the delivery of cluster projects) nor should it exclude potential new members to join the cluster.

2.7 Cluster coordinator

Some clusters operate effectively with a **dedicated coordinator**. A designated coordinator not only allows for the professionalisation of the cluster but provides support to the presidency team and facilitates the involvement of different members regardless of their size and capacity – enabling especially members with smaller capacities to actively engage within a cluster. A coordinator can also ensure the continuity and institutional memory of the cluster and the effective delivery of projects, particularly projects co-delivered with EU Delegations.

Currently there are two common practices adopted by clusters: either **hiring a coordinator paid through membership fees of cluster members** or **appointing a coordinator as part of a joint project with an EU Delegation**. Generally, the coordinator is hired on a freelance basis (full-time or part-time), on an intern contract, or on a fixed-term contract for the duration of a specific project. One EUNIC member – often the one holding the presidency or one with more administrative liberties – would sign the actual contract with the person on behalf of the cluster.

Hiring a coordinator is also recommended in the Joint Guidelines. Currently, there are ten clusters having a coordinator: some paid for with membership fees, some as part of a joint project with an EU Delegation.

3 CLUSTER MEMBERSHIP TYPES

There are several options for organisations to be involved in a EUNIC cluster as **full members, associate members, strategic partners and other partners**. These categories and their definitions have been agreed by the EUNIC General Assembly in alignment with EUNIC statutes.

Some EUNIC members operate in clusters only through their network of local branches, while other members operate through both local branches and their respective embassies/consulates. Other members may mandate embassies, consulates or local organisations as full or associate members.

A list of all 36 EUNIC full members at the global level can be found in the annexes (page 20) explaining how they can be represented in clusters. It should be used as a reference to determine which status an organisation can take when setting up or joining a cluster.

3.1 Full members

Full members are the local branches of full EUNIC members at the global level. The Cluster Charter is signed only by these full members. Embassies and consulates can only become full members of a cluster automatically if the Foreign Ministry of that EU Member State is a full member of EUNIC at global



level. This is the case of: Austria, France, Greece, Hungary, Italy, Luxembourg, Poland, Slovakia, and Slovenia. All other embassies and consulates need a mandate.

EUNIC members that do not have a local office in the city or country where a cluster operates but have a strategic interest in it can mandate a representative to act on their behalf as a full or associate member. The mandate is given in written form, usually by the focal point of the respective full EUNIC member. Unless otherwise noted, a mandate is given without time limit and can be withdrawn without prior notice in written form. A record of the mandate needs to be kept in the cluster's archive as well as in EUNIC Global's database.

Only full members sign the cluster charter.

Mandating a different organisation on EUNIC full members' behalf

Headquarters of full EUNIC members can **mandate a different organisation to act on its behalf**. The following organisations can be mandated:

- **Embassies/consulates:** Full members can mandate their respective embassy/consulate to represent them in a cluster as a full or associate member.
- **Local branches in a different country:** EUNIC members can mandate one of their local offices based in a different, ideally neighbouring, country to represent them in a cluster.
- **Different organisations:** EUNIC members can mandate another organisation to represent them in a cluster, for instance a binational local cultural centre (such as the French-Mozambican Cultural Centre or Danish-Egyptian Centre).

Multiple members representing the same members state

It is possible that **multiple members represent the same country**, for instance that both an embassy and a cultural institute from the same country are full members of a cluster. In these cases, neither of them has a preference over the other as they represent two different organisations. Both of the two members have their own rights to vote on cluster matters and can assume a presidential post in the cluster. However, they are encouraged to collaborate closely and work together on representing the same country within the cluster.

Participation of EUNIC full members' headquarters in clusters

Headquarters can be full members of a cluster of their home city/country and can hold the vice-presidency, but they **cannot hold the presidency**. They can support the work of the cluster(s) operating in their country through different ways ranging from providing spaces for meetings, legal advice, assuming the vice-presidency and supporting the cluster president.¹¹

3.2 Associate members

Associate members are organisations which subscribe to the purposes of EUNIC but are not eligible for full membership. They are accepted by the full members with simple majority. Associate

¹¹ This was agreed at the General Assembly in December 2015.



members fully participate in the cluster's projects, while not having the right to hold the presidency or vote on elections of on membership. They do not sign the Cluster Charter. They can hold the vice-presidency.

The cluster should keep a record of all associate members, sharing it regularly with the EUNIC Global office.

Types of associate members:

- **Embassies/consulates or cultural institutes of EFTA countries** (Iceland, Liechtenstein, Norway and Switzerland)
- **Embassies/consulates or cultural institutes of official EU candidate countries** (Albania, Montenegro, Serbia, North Macedonia, Turkey)
- **Regional cultural institutes from EU Member States**, provided that they have a physical presence where the cluster operates and are introduced for associate membership by the full members of their respective country (such as Etxepare Basque Institute, an associate member in the Brussels cluster)
- **Embassies/consulates of EU Member States** can also join a cluster as associate member; however, they need to receive a mandate by the full EUNIC member of their respective member state.

3.3 Strategic partners

EUNIC currently works with two main strategic partners, EU Delegations (outside of the EU) and European Commission Representations (within the EU). They can be permanent partners of a cluster.

In 2019, EUNIC, the European External Action Service (EEAS), and the European Commission published **Joint Guidelines¹²** on their partnership. These guidelines **provide a practical framework** on how to **design effective working relationships**.

Strategic partners participate in the cluster's projects while not having the right to participate in the leadership of the cluster (e.g. running for president, election of president, vice-president or new associate members). They do not sign the Cluster Charter.

3.4 Other partners

Other partners **include international and local cultural organisations**, schools and universities, local/national public authorities, galleries, cinemas, civil society organisations and others.

Partners participate in the cluster's projects while not having the right to participate in the leadership of the cluster (e.g. running for president, election of president, vice-president or new associate members). They do not sign the Cluster Charter.

¹² See section 1.2 and eunicglobal.eu/news/published-joint-guidelines-on-the-partnership-between-eunic-the-eeas-and-the-european-commission.



4 CLUSTER PROJECT FUNDING

A project can be labelled “EUNIC” if at least **three members are actively involved**. All projects should be realised together with local partners and be in line with the cluster’s strategy.

Clusters usually self-finance projects through the budgets of the cluster members and by pooling resources from some or all members. It is recommended to fund projects through a combination of pooling resources, applying to the Cluster Fund, and finding other partners to co-finance projects.

4.1 Pooling of resources

There are different ways in which cluster members pool resources to work together: allocating parts of bilateral, local budgets received from headquarters, or offering in-kind contributions. In-kind contributions are non-monetary contributions such as goods or services offered for free, venue hire or permanent staff time.

4.2 EUNIC Cluster Fund

The EUNIC Cluster Fund was established in 2012 to **financially support EUNIC clusters’ cultural relations projects**. The Cluster Fund is financed by the voluntary contributions of the headquarters of some EUNIC members; the total budget of the 2019 call was around 190,000 Euros. It co-finances projects designed and implemented by EUNIC clusters that are **aligned with their three-year cluster strategy** and with the vision of EUNIC, raise the profile of the entire EUNIC network, and **contribute to the principles of people-to-people approach, co-creation, and mutual listening and learning**. The selection criteria are based on the principles of contemporary cultural relations work explained under section 1.1, but also include aspects such as relevance to local context, feasibility, active participation of partners, measured impact and a convincing communication plan. From 2019 clusters are invited to submit proposals in the autumn of each year. Currently a maximum contribution of 15,000 Euros is attributed to projects while **50 % of co-financing by the cluster is required**. The Board of Directors takes the final decision on the selection of projects.

Projects previously supported under the Cluster Fund can be found under eunicglobal.eu/projects. Previous calls are available here: eunicglobal.eu/clusters.

4.3 Joint projects with EU Delegations

EU Delegations are strategic partners of EUNIC clusters. Joint activities between EUNIC clusters and EU Delegations are currently realised in eight countries: Bolivia, Democratic Republic of Congo, Egypt, Jordan, Senegal, Sudan, Tunisia and Ukraine. The budgets of these joint projects vary between 100,000 and 200,000 Euros per year. Two projects spanning several years with multimillion budgets are currently being implemented in Tunisia and Ukraine with the objective to strengthen local cultural scenes. For more information on how to start a partnership with an EU Delegation, refer to the Joint Guidelines.¹³

¹³ See eunicglobal.eu/news/published-joint-guidelines-on-the-partnership-between-eunic-the-eeas-and-the-european-commission



4.4 European ‘Houses’ of Culture – European Spaces of Culture

The European ‘Houses’ of Culture is an **EU-funded project attributed to EUNIC**. The EUNIC Global office manages the project and carries out the main actions of the project, from conducting the mapping and preparing the call to evaluating the project and reporting back to the European Commission. The project has a total budget of roughly 830,000 Euros for a runtime of two years. A second two-year phase will most likely follow in 2021-2022. The project tests innovative models of collaboration on culture between EU, EUNIC, and local stakeholders. The objective is to give **policy recommendations to the EU on how to deliver the EU approach to international cultural relations**.

The project **provides funding opportunities for EUNIC members in partnership with EU Delegations and local stakeholders**. The first Call for Ideas was launched in April 2019. In a first round, an independent expert jury selected 10 projects to be realised outside the EU to conduct a feasibility study, allotting 10,000 Euros to the responsible teams to further improve their project plan. Out of these, five innovative projects are chosen and receive 50,000 Euros for implementation in 2020. A second, but slightly call will be launched in January 2021 with a deadline in June 2021.

During its run-time the project will **change title** and will be called “**European Spaces of Culture**”. The term ‘Houses’ was always to be understood symbolically: the project tests collaboration models and practices in a broader sense, that create spaces, whether physical or digital, permanent or temporary, for cultural exchange, co-creation and people-to-people contacts.

Find out more about “European Spaces of Culture” on eunicglobal.eu/european-houses-of-culture.

5 COMMUNICATIONS

5.1 Communicating about cluster projects in the local context

Communicating cluster activities and success stories will help to enhance the cluster’s reputation and role in the local context. In order to ensure visibility of all stakeholders engaged in cluster projects, it is recommended to **agree beforehand on how to proceed with representation** during press conferences and events as well as on promotional material. **Logos of all partners involved should be visible on all project documentation, as well as the EUNIC logo**.

In 2019, EUNIC has released a **new visual identity**. **New logos including the denomination “EU National Institutes for Culture” and templates for stand-up banners, Word documents and Powerpoint presentations** are available eunicglobal.eu/news.¹⁴ A **brandbook** contains all information relevant to graphic designers, including colour codes and designated EUNIC fonts. EUNIC clusters should adhere to the guidelines set forth in the brandbook in all of their communication.

Clusters should further actively communicate on their projects by:

- Maintaining a presence on the internet, for instance via social media;
- Using all involved members’ and partners’ logos on all documents as well as the EUNIC logo;
- Including a paragraph “About EUNIC” on all print and online documents (see example below);

¹⁴ See <https://www.eunicglobal.eu/news/eunic-has-a-new-look>



- Actively engaging with media outlets and document media representation in a press review;
- Documenting projects by text, photo, and/or video, online and/or in print.

The following paragraph should be used as “about EUNIC” or “about the project” text:

[Title of project] is a project by EUNIC [insert location] and [insert other key partner/s]. EUNIC – European Union National Institutes for Culture – is Europe’s network of national cultural institutes and organisations, with 36 members from all 28 EU Member States. [Add a sentence on your cluster’s vision here and – optionally – a list of the members of your cluster and the partners of this particular project.]

A longer version can also be used:

EUNIC – European Union National Institutes for Culture – is Europe’s network of national cultural institutes, with 36 members from all 28 EU Member States. EUNIC members work in the arts, languages, youth, education, science, society, intercultural dialogue and development. At a local level, EUNIC members join together in over 100 clusters – in cities, regions, and countries – to collaborate on common projects and programmes and to promote the role of culture in the EU’s internal and external relations.

5.2 Communicating about cluster activities to the EUNIC network

EUNIC clusters should also let the network know about their activities by:

- Informing and updating members’ headquarters and EUNIC Global about projects and milestones by email;
- Sending publications, links and press reviews available to EUNIC Global office;
- Inviting key staff from EUNIC (Board members, EUNIC Global staff) to openings and other key public events.

It is recommended to devote special attention, including human and financial resources, to communication, marketing and PR activities for all cluster projects.

The Joint Guidelines provide specific recommendations on how projects delivered by EUNIC clusters and EU Delegations should be communicated.

6 MONITORING AND EVALUATION

It is important to install monitoring and evaluation schemes for cluster projects. Monitoring and evaluation should be **part of project planning from the beginning**, dedicating adequate financial and human resources to this exercise.

Some EUNIC members have been working on defining their own monitoring and evaluation frameworks for many years. EUNIC is currently working on creating a set of tools and good practice for the evaluation of the long-term impact of cultural relations. Schemes that can easily be adopted to cluster projects will be shared with the network.



7 SUPPORTING TOOLS

7.1 Key documents

The following documents are available for clusters to help with operations (all accessible via eunicglobal.eu/clusters):

- Cluster Guidelines
- Cluster Charter
- Cluster strategy template
- Application form for setting up a new cluster
- Joint Guidelines: Partnership EUNIC – EEAS – EC
- “EU-EUNIC relations in a nutshell”, a short document that explains how EUNIC works with the EU and summarizes the most important EU policy papers
- Meeting reports of cluster seminars, Knowledge Sharing workshops, and General Assemblies

7.2 EUNIC newsletter

EUNIC Global sends out a **monthly newsletter** addressed to cluster representatives and colleagues active in the EUNIC network. Anyone can subscribe to it, including colleagues from EU Delegations or partners. Cluster presidents are encouraged to share the newsletter with their colleagues from the cluster.

The newsletter showcases **EUNIC projects**, introduces **latest news such as project launches and deadlines for funding opportunities**, and features **short videos** about EUNIC members. The archives since its inception in September 2018 can be found on eunicglobal.eu/contacts.

7.3 EUNIC webinars

EUNIC Global offers several **webinars** per month on different topics and issues related to cultural relations, the EUNIC network and running of a cluster – such as “The top 5 challenges of working with EUNIC”, “EUNIC projects from around the world”, “EUNIC Cluster Fund explained” and “EUNIC’s strategic partnership with EU institutions”. The webinars are **short informative sessions accessible through an online platform** for up to 20 participants. They are recorded and available upon request. Find out more about them and sign up on webinars.eunicglobal.eu/signup.

7.4 Website eunicglobal.eu

The website includes a regularly updated **news section** with all relevant info on EUNIC’s developments, a section on projects from the global EUNIC network, interviews with EUNIC’s presidents and cluster representatives, as well as reports of EUNIC meetings such as the General Assembly, knowledge sharing workshops and regional seminars.

7.5 Regional cluster seminars

Since 2016 EUNIC Global has been organising **regional meetings for representatives of clusters** to address questions related to EUNIC, management of clusters, EU and international cultural relations, and developing working relationships with EU Delegations. There are up to four seminars a year, covering each



region of the world on a rotational basis. In 2018, seminars were held in Rabat (Morocco), Bogotá (Colombia), and Skopje (North Macedonia). In 2019 colleagues met in Accra (Ghana), Bangkok (Thailand), and Sarajevo (Bosnia and Herzegovina). In 2020, seminars are planned for clusters in the EU, the Eastern neighbourhood, MENA and the Americas. **The president of the cluster receives the invitations** to the seminars, about eight to six weeks in advance.

The meetings outside of the EU are often planned at the same time and in the same place as regional seminars organised by the European External Action Service (EEAS) for colleagues working in the communications departments of EU Delegations. **Joint sessions or receptions** are planned for colleagues from both sides to meet. This is done as a result of the Administrative Arrangement between EUNIC, the European Commission, and the EEAS (see section 1.2).

Every other year, a seminar on similar topics is organised in Brussels, the IN-WEEK. As of the 2019 edition, cluster representatives worldwide can apply to participate in this meeting. It features discussions on European collaboration in culture as well as meetings with EU policy makers and visits of EU institutions, offering a first-hand experience of the EU as well as of EUNIC's work with the EU institutions. These meetings are possible through the Creative Europe funding.

7.6 Job Shadowing Programme

In 2019/2020 EUNIC Global is piloting a new programme to enable colleagues working at EUNIC members' headquarters or in clusters to **exchange knowledge and learn from each other during up to a week-long exchange**. A new edition will be launched in 2020. This initiative is also possible through the Creative Europe funding.

7.7 Staff mobility fund

For countries with multiple clusters, the staff mobility fund can be accessed to **finance joint meetings of clusters to support their work on country-wide strategies or inter-cluster regional programmes**. The scheme allows representatives of the different clusters to meet and work towards a development of one strategy for the country. The EUNIC Global office accepts informal request to access this fund on a rolling basis. This initiative is possible through the Creative Europe funding.

7.8 Individual visits to clusters

A cluster can invite the EUNIC Global team to deliver a workshop about international cultural relations, the latest news from the EUNIC network, policy developments in the EU, as well as on the creation of the three-year cluster strategy or any other issues that are currently concerning the cluster. Furthermore, the team organises visits to clusters during missions abroad.



8 RECOMMENDED READINGS

EUNIC network

- EUNIC Statutes: available in the [Members section](#) on the EUNIC Global website
- EUNIC Strategic Framework 2015-2025: available in the Members section on the EUNIC Global website and in the annexes on page 20 of this document
- Reports from regional cluster meetings: available in the [Clusters section](#) on the EUNIC Global website
- Reports from Knowledge Sharing workshops with EUNIC members: available in the [Members section](#) on the EUNIC Global website

Nutshell document

- [EU-EUNIC cooperation in a nutshell](#), a EUNIC working paper that historically traces and explains the strategic partnership between EUNIC and EU institutions

EU-EUNIC framework

- The [Joint Communication "Towards an EU strategy for international cultural relations"](#), the baseline document that defines the principles and values of the EU's approach to international cultural relations (June 2016), and the subsequent [Council Conclusions](#) on an EU strategic approach to international cultural relations (May 2017)
- The [Administrative Arrangement](#), signed by the European Commission, the European External Action Service, and EUNIC, with the aim to enhance collaboration between EUNIC and the EU (May 2017)
- [New European Agenda for Culture](#) and the more detailed [staff working document](#) which entails a section on international cultural relations (May 2018)
- The [Report on the partnership between EUNIC clusters and EU Delegations](#), including recommendations on the partnership between clusters and delegations and 14 country briefs (July 2018)
- [Council Conclusions on international cultural relations](#) including a shared Framework for Action for EU Member States, the European Commission, and the External Action Service (April 2019)



ANNEXES

List of EUNIC members and their networks

This list shows how each EUNIC member is represented in clusters. Unless otherwise noted, local branches of EUNIC members can join a cluster as a full member. Embassies/consulates can only become direct full members of a cluster if the Foreign Ministry of that EU member state is a full member of EUNIC at global level. This is the case of: Austria, France, Greece, Hungary, Italy, Luxembourg, Poland, Slovakia, and Slovenia. **In all other cases, embassies/consulates of EU member states need a mandate by the EUNIC full member of their country.** The focal point of the member concerned is to be contacted to arrange this.

| Country | Institution | Presence in EUNIC clusters |
|----------|--|--|
| Austria | Österreich Institut GmbH | Operates via a network of 11 institutes mostly located in central and eastern Europe, in Vienna, Budapest, Belgrade, Bratislava, Brno, Rome, Sarajevo, Moscow, Warsaw, Krakow and Wroclaw. It focuses on teaching German language. |
| Austria | Federal Ministry for Europe, Integration and Foreign Affairs | Operates via a network of 30 cultural institutes, the Austrian Cultural Fora, and Austrian embassies/consulates. The "Austrian Cultural Forum" is a brand rather than a legal entity. |
| Belgium | Wallonie-Bruxelles International | Operates via the Wallonie-Bruxelles General Delegations, located in: Senegal, DRC, Morocco, Tunisia, Vietnam, China, Canada, Chile, Paris, the Hague, Berlin, Warsaw, Bucharest, and Geneva. Note that the Federal Ministry of Foreign Affairs in Belgium has no competency in culture. To become a member of a cluster, Belgian embassies/consulates would need a mandate from both Wallonie-Bruxelles International and the Flanders Department of Foreign Affairs. This rarely happens. |
| Belgium | Flanders Department of Foreign Affairs | Operates via General Representations of the Government of Flanders. Note that the Federal Ministry of Foreign Affairs in Belgium has no competency in culture. To become a member of a cluster, Belgian embassies/consulates would need a mandate from both Wallonie-Bruxelles International and the Flanders Department of Foreign Affairs. This rarely happens. |
| Bulgaria | Bulgarian Ministry of Culture | Bulgarian embassies/consulates require a mandate issued by the Ministry of Culture to be full or associate members in a cluster. |
| Croatia | Foundation Croatia House | Croatian embassies/consulates require a mandate issued by the Ministry of Culture to be full or associate members in a cluster. |
| Cyprus | Ministry of Education and Culture Cyprus | Cypriot embassies/consulates require a mandate issued by the Ministry of Education and Culture to be full or associate members in a cluster. |



| | | |
|-----------------------|--|--|
| Czech Republic | Czech Centres | Operates via a network of cultural institutes. Czech Centres have 24 branches abroad. The headquarters of Czech Centres in Prague may mandate embassies/consulates to be full or associate members in a cluster. |
| Denmark | Danish Cultural Institute | Operates in 29 clusters via a network of cultural institutes located in Brazil, China, India, Latvia, Poland, Russia and via other representatives. Danish embassies/consulates or other, require a mandate issued by the headquarters of the Danish Cultural Institute in Copenhagen to be a full or associate member in a cluster. |
| Estonia | Estonian Institute | Besides the headquarters office in Tallinn, it has two offices abroad in Finland and Hungary. Estonian embassies/consulates require a mandate issued by the headquarters of the Estonian Institute to be full or associate members in a cluster. |
| Finland | The Finnish Cultural and Academic Institutes | There are 17 Finnish cultural and academic institutes around the world in Athens, Beirut, Berlin, Brussels, Budapest, Copenhagen, Espoo (Finland), London, Madrid, New York, Oslo, Paris, Rome, Stockholm, St. Petersburg, Tallinn, and Tokyo. All institutes are independent non-profit organisations, most of them governed by foundations. The institutes cooperate through a Helsinki-based association, called The Finnish Cultural and Academic Institutes (SKTI). |
| France | Fondation Alliance Française | Operates via a network of cultural and language centres. The institutes are local private associations. There are currently over 800 institutes in 133 countries. |
| France | French Ministry for Europe and Foreign Affairs | Operates via a network of cultural institutes, the Instituts français, and embassies/consulates. |
| France | Institut français (Paris) | Has one office in Paris and it is a member of the Paris cluster. It works closely with the French network abroad (Institut français and Alliance Française). |
| Germany | Goethe-Institut | Operates via a network of cultural institutes. Regarding mandates of further members and/or partners outside this network, the focal point in the Munich headquarters needs to be consulted. Goethe-Zentrums are private associations. In a country where a Goethe-Zentrum is operating and would like to join the cluster, the Goethe-Institut in charge can formally become the full member of the cluster. |
| Germany | ifa (Institut für Auslandsbeziehungen) | A private association with headquarters located in Stuttgart and one additional office in Berlin. It is part of the Stuttgart and Berlin clusters. It does not have a network and it does not mandate German embassies/consulates. |
| Greece | Hellenic Republic Ministry of Foreign Affairs | Operates via a network of embassies/consulates. |



| | | |
|------------------------|--|--|
| Greece | Hellenic Foundation for Culture | Operates via a network of cultural centres in Athens, Washington, D.C., Beijing, Alexandria, Belgrade, Berlin, Bucharest, Nicosia, London, Odessa, Sofia and Trieste. |
| Hungary | Hungarian Ministry of Foreign Affairs and Trade | Operates via a network of 24 cultural institutes and embassies/consulates. |
| Ireland | Culture Ireland | Has one office in Dublin. It may mandate embassies/consulates to become full or associate members in a cluster. |
| Italy | Società Dante Alighieri | Operates via a network of 482 committees called Società Dante Alighieri that promote the Italian language and culture throughout the world. The institutes are local private associations. |
| Italy | Italian Ministry of Foreign Affairs and International Cooperation | Operates via a network of cultural institutes – Istituto Italiano di Cultura and embassies/consulates. |
| Latvia | Latvian Institute | Has one office in Riga. It may mandate embassies/consulates to be full or associate members in a cluster. |
| Lithuania | Lithuanian Culture Institute | Has one office in Vilnius. It may mandate cultural attachés of embassies/consulates to be full or associate members in a cluster. |
| Luxembourg | Ministry of Foreign and European Affairs | Operates via embassies/consulates. |
| Malta | Arts Council Malta | Has one office in Valletta. It may mandate embassies to be full or associate members in a cluster. |
| Netherlands | DutchCulture | Has one office in Amsterdam. It may mandate embassies to be full or associate members in a cluster. |
| Poland | Polish Ministry of Foreign Affairs | Operates via a network of 25 cultural institutes, the Polish Institutes, as well as embassies/consulates. |
| Portugal | Camões – Institute for Cooperation and Language, I.P. (Camões, I.P.) | Operates via a network of cultural institutes and language centres. It may mandate embassies/consulates to be full or associate members in a cluster. |
| Romania | Romanian Cultural Institute | Operates via a network of 18 cultural institutes. It may mandate embassies to be full or associate members in a cluster. |
| Slovak Republic | Slovakian Ministry of Foreign Affairs | Operates via embassies/consulates. |
| Slovenia | Slovenian Ministry of Foreign Affairs | Operates via embassies/consulates. |
| Spain | Instituto Cervantes | Operates via a network of nearly 90 cultural institutes located in Europe, the MENA region, Brazil, USA, Canada, Australia, and Asia. |



| | | |
|-----------------------|--|--|
| Spain | AECID (Spanish Agency for International Development Cooperation) | Operates via a network of 19 cultural centres mostly located in Middle and South America and through Spanish embassies/consulates worldwide. |
| Sweden | Swedish Institute | Has one office in Paris. It may mandate Swedish embassies/consulates to be full or associate members in a cluster. |
| United Kingdom | British Council | Has a network of offices in the UK region and over 100 countries overseas. An embassy/consulate can be a partner in a cluster. The outcome of Brexit might have an effect on the future membership status of the British Council in EUNIC. |



List of focal points in EUNIC members' headquarters

So-called “Focal Points” are colleagues working in EUNC members’ headquarters designated to work on EUNIC issues. They serve as first contact points for EUNIC Global as well as colleagues working in clusters.

| Country | Institution | Focal Point Contact | Email |
|----------------|--|---|--|
| Austria | Österreich Institut GmbH | Katharina Körner | koerner@oei.org |
| Austria | Federal Ministry for Europe, Integration and Foreign Affairs | Stephan Vavrik | Stephan.vavrik@bmeia.gv.at |
| Belgium | Wallonie-Bruxelles International | Luc Paque | l.paque@wbi.be |
| Belgium | Flanders Department of Foreign Affairs | Marianne Van Boxelaere | marianne.vanboxelaere@buza.vlaanderen |
| Bulgaria | Bulgarian Ministry of Culture | Zhivka Haskiya | zhivka.haskiya@bg-permrep.eu |
| Croatia | Foundation Croatia House | Ministry of Culture: Anja Jelavic MFA: Katja Sare | anja.jevalic@min-kulture katja.sare@mvep.hr |
| Cyprus | Ministry of Education and Culture Cyprus | Elena Theodoulou-Charalambous | etheodoulou@culture.moec.gov.cy |
| Czech Republic | Czech Centres | Monika Koblerova | koblerova@czech.cz |
| Denmark | Danish Cultural Institute | Olaf Gerlach-Hansen | ogh@danishculture.com |
| Estonia | Estonian Institute | Katrin Maiste Liina Luhats | katrin.maiste@einst.ee liina.luhats@einst.ee |
| Finland | The Finish Cultural and Academic Institutes | Tove Ekman | tove.ekman@instituutit.fi |
| France | Fondation Alliance Française | N.N. | N.N. |
| France | French Ministry for Europe and Foreign Affairs | Céline L'Hostis Guillemette Madinier | celine.lhostis@diplomatie.gouv.fr guillemette.madinier@diplomatie.gouv.fr |
| France | Institut français (Paris) | Anaïs Fontanel Mélanie Rolland | anais.fontanel@institutfrancais.com melanie.rolland@institutfrancais.com |



| | | | |
|------------------------|--|---|---|
| Germany | Goethe-Institut | Verena Lehmkuhl | verena.lehmkuhl@goethe.de |
| Germany | ifa (Institut für Auslandsbeziehungen) | Sebastian Körber Sophia Thanner Sarah Widmaier | koerber@ifa.de thanner@ifa.de widmaier@ifa.de |
| Greece | Hellenic Republic Ministry of Foreign Affairs | Kouzinia Katramadou | zkat@mfa.gr |
| Greece | Hellenic Foundation for Culture | Stefanos Valianatos | stefanos@hfc.gr |
| Hungary | Hungarian Ministry of Foreign Affairs and Trade | Katalin Tóth Anett Panurjasz | Katalin.Toth@mfa.gov.hu APanurjasz@mfa.gov.hu |
| Ireland | Culture Ireland | Christine Sisk Stephen Kenneally | Christine.Sisk@cultureireland.gov.ie Stephen.Kenneally@cultureireland.gov.ie |
| Italy | Società Dante Alighieri | Andrea Lemma | a.lemma@ladante.it |
| Italy | Italian Ministry of Foreign Affairs and International Cooperation | Paolo Bartorelli Giulia Bolognini | paolo.bartorelli@esteri.it giulia.bolognini@esteri.it |
| Latvia | Latvian Institute | Vita Timermane-Moora | vita.timermane@li.lv |
| Lithuania | Lithuanian Culture Institute | Aušrinė Žilinskienė Rūta Statulevičiūtė-Kaučikienė | ausrine.zilinskiene@lithuanianculture.lt ruta.kaucikiene@lithuanianculture.lt |
| Luxembourg | Ministry of Foreign and European Affairs | Sabrina Schneider Barbara Zeches | sabrina.schneider@mae.etat.lu, barbara.zeches@mc.etat.lu |
| Malta | Arts Council Malta | Mary Ann Cauchi Romina Delia | mary-ann.a.cauchi@arts council malta.org romina.a.delia@arts council malta.org |
| Netherlands | DutchCulture | Sophie Logothetis | s.logothetis@dutchculture.nl |
| Poland | Polish Ministry of Foreign Affairs | Beata Pękala | beata.pekala@msz.gov.pl |
| Portugal | Camões – Institute for Cooperation and Language, I.P. (Camões, I.P.) | Ana Azemel Cristina Caetano | ana.azemel@camoes.mne.pt cristina.caetano@camoes.mne.pt |
| Romania | Romanian Cultural Institute | Anca Hrab | anca.hrab@icr.ro |
| Slovak Republic | Slovakian Ministry of Foreign Affairs | Miroslava Pisova | miroslava.pisova@mzv.sk |



| | | | |
|-----------------------|--|-------------------------------------|---|
| Slovenia | Slovenian Ministry of Foreign Affairs | Petra Kezman | petra.kezman@gov.si |
| Spain | Instituto Cervantes | Rafael Soriano Philippe Robertet | direccion.reinternacionales@cervantes.es subdireccion.reinternacionales@cervantes.es |
| Spain | AECID (Spanish Agency for International Development Cooperation) | Pablo Platas Raquel Romero | pablo.platas@aecid.es raquel.romero@aecid.es |
| Sweden | Swedish Institute | Maria Kron | maria.kron@si.se |
| United Kingdom | British Council | Isabelle Van de Gejuchte | Isabelle.Vandegejuchte@britishcouncil.be |



Cluster Charter

for the EUNIC Cluster in: _____

Approved by the General Assembly held in [] on []

The Signatories of this charter hereby formalise their collaboration through a EUNIC cluster in (the "Cluster"). This charter constitutes and contains the entire agreement and understanding between the Signatories with respect to its subject matter and it replaces entirely any and all prior understandings, agreements, letters of intent arrangements and any previous charter made between the Signatories or any of them with respect to its subject matter in [set out Country and City].

1. Objectives

As laid down in EUNIC Statutes, EUNIC clusters are created by EUNIC General Assembly with a view to promoting the purposes and or the initiatives and projects of the Association.

Actions to be carried out by the Cluster are specified in the Annex to this document "Three-year cluster strategy". The Annex is to be reviewed whenever necessary.

2. Governance

According to EUNIC Statutes, clusters remain subject to the decisions of EUNIC General Assembly and operate subject to its authority.

The Cluster shall have a President acting as the spokesperson for the Cluster, who will communicate with the EUNIC Global office.

The Cluster shall comply with the rules for the administration of clusters (Cluster Guidelines) that are approved by the General Assembly. If any contradiction arises between this charter and the Cluster Guidelines, the latter shall prevail.

The Cluster is accountable to EUNIC General Assembly through EUNIC Global office, which is responsible for the administration of the Cluster Guidelines.

3. Membership

The Cluster shall have three categories of membership: Full members, Associate members and Partners.

- a) **Full members:** Local offices of EUNIC Full members. If a EUNIC Full member does not have a local office in [set out Country and City], then its headquarters may nominate a representative to act on their behalf as a full member.
- b) **Associate members:** Organisations which subscribe to the purposes of EUNIC but are not eligible for full membership.
- c) **Partners:** Locally based organisations that work with the Cluster in the design and implementation of cluster projects, for example the EU Delegations / European Commission Representations.



Members may terminate their affiliation to the Cluster by giving written notice to the president of the Cluster. The cluster President will then inform the EUNIC Global office.

4. Intellectual property

EUNIC licences the Cluster to use the description “EUNIC project” for activities in which at least 3 Full Cluster Members participate. EUNIC also licences use of the EUNIC logo for use for any activity organised by a Full Member.

For the avoidance of any doubt the Signatories hereby recognize and agree that neither they nor any Member nor any third party shall derive any right to assert or protect any rights in or to the EUNIC name or logo through grant of the limited permission to use the name “EUNIC”, “EUNIC project” or the EUNIC logo in the [set out Country and City]. EUNIC retains any and all rights in the intellectual property associated with the EUNIC name and logo.

5. Cluster Identity

The Cluster has no legal personality of its own.* Any question(s) concerning cluster identity and/or the status of the cluster will be referred to EUNIC Global office, which shall refer the question(s) for consideration by the General Assembly where appropriate.

6. Confidence and Trust

Signatories will execute and perform the present agreement in good faith and if any misunderstanding or dispute arises, they will try to solve such misunderstanding or dispute through proper communications and negotiations.

Any disputes that might arise between the Members regarding the interpretation or, performance of this Charter that cannot be resolved amicably between them will be referred to EUNIC Global office, which is responsible for the administration of the Cluster Guidelines.

* *This sentence may be deleted and a short explanation of the individual cluster's status inserted in those limited number of cases where, for historical reasons, the statement would otherwise be incorrect.*

Agreed and signed by:

(Date, signatures and stamps of the full members of the cluster)

Name of signatory:

Name of full EUNIC member:

Date:

Name of signatory:

Name of full EUNIC member:

Date:



Name of signatory:
Name of full EUNIC member:
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Date:

Please add more pages if needed.

Director – EUNIC Global



Three-year cluster strategy

Recommendations to prepare a cluster strategy

Start from the local context and map the cultural relationships between the EU and your host country. The following questions might help: What cultural exchange programmes exist already? What are the political, economic and cultural aspects of this relationship that will influence your work? What is the interest of local audiences in the EU? What other country(ies) are politically, economically and culturally relevant for your host country?

Consult and work with different stakeholders to conduct an informed analysis:

- **The EU Delegation or EC Representation:** check the EU's latest policy document(s) framing cultural relations between your host country and the EU. In most of the countries outside the EU, the EU has a country plan with priority areas of work. In some cases, such as in Brazil, there is even a strategy paper agreed with Member States.
- **Local stakeholders:** What is their social, cultural, political and economic reality? What are their needs? What are their expectations? What are the perceptions and assumptions on each side? How could you work together on an equal footing?

This analysis should show you the needs, strengths and weaknesses of the cultural relationships between the EU and your host country. Carrying out a SWOT analysis can be a first step to engage in such a reflection. This makes it easier to outline your strategy by addressing the weaknesses and building upon the strengths to respond to the needs highlighted in the analysis. The depth and detail of this process is flexible.

Reflect and discuss on the new paradigm shift in the field of cultural diplomacy that was reflected in the Joint Communication “Towards an EU strategy for international cultural relations” (2016) and the subsequent Council Conclusions. How would your strategy incorporate the approaches they propose?

Map your cluster members' priorities and work in relation to the strengths and weaknesses of the cultural relationships. What are cluster members doing already? What are the strengths of each member? To what extent do they respond to the local needs identified? What are the common interests and opportunities for joint work?

Define the cluster's mission. Based on the previous analysis, what change does the cluster want to make in three years' time? How is the cluster going to achieve its mission? The mission should be short and concise.

Define the strategic objectives of the cluster and describe the actions that you will need to take to realise them. Actions refer to the overarching actions the cluster needs to realise in order to achieve its objectives rather than specific projects. Examples of strategic actions could be “To develop a strategic partnership with the EU Delegation” or “to design projects, in collaboration and consultation with local stakeholders, to build capacity in the areas of ...”.

Synthesize a country strategy. In those countries where several EUNIC clusters are operating these clusters should discuss and develop only one strategy for the entire country.



Submit your (draft) cluster strategy to EUNIC Global. EUNIC Global will check the strategy against EUNIC's vision, objectives and purposes. EUNIC Global can be contacted any time during the development of the strategy, and in some cases might be able to assist practically by, for instance, moderating a workshop.

CLUSTER STRATEGY TEMPLATE

This template aims to facilitate the development of three-year cluster strategies. It is general and indicative and can be adapted to best suit the cluster's objectives and needs. Relevant conclusions or preparatory work (such as for instance the SWOT analysis) may be included as an Annex to your strategy.

Three-year Cluster Strategy for the Cluster in _____

Date of approval: _____

Context

Bullet points summarising the cultural relationship between the EU and your host country – these are key aspects of the environment that will influence the work of the cluster.

- *Summarise the analysis of the cultural relationship between the EU and your host country. What countries other than the EU are culturally and politically relevant?*
- *Include a reference to the collaboration possibilities with other cluster(s) in your host country (if applicable).*

Cluster Mission Statement

What will be the cluster's mission over the next 3 years? The mission statement of your cluster has to be specific to your cluster and the country context in which it operates. It should indicate the change the cluster wants to bring about in three years' time and reflect the thematic priorities chosen by the cluster for its work over this period of time (usually two to three). It should be different from the mission statement in the EUNIC Strategic Framework, which is quite general given the broad scope of the network.

Countries with more than one cluster should define a common mission statement for all of them. If relevant and appropriate, the mission statement may include specific references to each cluster and their particular identity.

Background

Here you could explain (or summarise in bullet points) the main reasons that led to the proposed mission statement and indicate the key stakeholders (type) it will work with to realise it and the Strategic Objectives below.

Strategic Objectives

The three following objectives are extracted from the EUNIC Strategic Framework. You may structure your strategic objectives around the same three main areas: project design and delivery; research and advocacy; training and development. However, you can define your own objectives as long as they are aligned with EUNIC's Strategic Framework.



EUNIC Strategic Objective 1 (SO1): To enhance EUNIC's capacity to participate in the design and implementation of cultural diplomacy and cultural relations projects both inside and outside the EU

Specific objectives and actions of the cluster:

This is most likely the main objective of EUNIC clusters' work. Indicate up to three actions that the cluster will pursue in design and implementation of projects in cultural relations. These should be related to the thematic areas of work you selected in your mission statement. Following the signing of the Administrative Arrangement between EUNIC, the EC and the EEAS, the focus should be on going beyond the collective promotion and showcasing of the EU's national cultures. It should rather look at people-to-people approaches, learning from each other, working with local stakeholders on topics based on local needs.

Background:

Indicate here any factors explaining the work that the cluster will conduct under this objective. You may refer here to the type of partners and audiences you will be addressing (e.g. leading local cultural institutions, civil society organisations, etc.), the cluster's past or current work in the thematic areas selected and how the cluster will build upon it.

EUNIC Strategic Objective 2 (SO2): To strengthen EUNIC's advocacy and support research

Specific objectives and actions of the cluster:

Indicate up to three actions that the cluster will carry out to communicate and advocate EUNIC, its work, and the importance of cultural relations. You may also elaborate here on your approach to communications.

We encourage you to include a specific action on developing or strengthening a strategic collaboration with the EC Representation or EU Delegation in your country (see section 1.2 of the Cluster Guidelines or the Joint Guidelines).

Background:

Indicate here any key factors of the work that the cluster will conduct under this objective.

EUNIC Strategic Objective 3 (SO3): To support and facilitate knowledge transfer, training and capacity building

Specific objectives and actions of the cluster:

Indicate up to three actions that the cluster will carry out in the field of training and capacity building, internally and/or externally.

- Activities for internal capacity building (if relevant) should focus on developing the cluster's capacity and skills to deliver its three-year cluster strategy and mission. You may also include activities to share best practice and knowledge within the cluster.
- Actions for external capacity building (if relevant) would focus on training and capacity building relevant to local stakeholders, such as a training for professionals in the creative industries in your country.

Background:

Indicate here key factors explaining the work that the cluster will conduct under this objective and its relation to the selected thematic areas of work.



EUNIC strategic framework 2015-2025

The goal of the strategic framework is to outline how EUNIC will achieve the goals stated in the vision and mission statements. This framework was agreed at the EUNIC General Assembly in December 2015.

VISION STATEMENT

By 2025 EUNIC will be the delivery, research and training partner of choice for cultural diplomacy and cultural relations at European and international level.

Background:

Why 2025? EUNIC delivers value to its members and its partners primarily via its clusters and it will take some time to fully develop their capacity as well as a process to facilitate more collaborative working.

*Why **delivery, training and research?** The role of cultural relations in external relations and/or development is a topic being debated just now at European (see recently adopted Council Conclusions) and international (UNESCO, Council of Europe, OSCE, CELAC, ASEF debates) level where EUNIC is in a unique position to bring in the experience of its members of several years or decades. If EUNIC wants to be a preferred “executing” partner for projects through its clusters, it needs to be also part of the policy discussion and help shaping future concepts of cultural diplomacy or cultural relations. There is little or no training in cultural diplomacy or cultural relations currently being offered: we need to fill this gap both for ourselves and for our partners.*

Why both concepts of cultural diplomacy and cultural relations¹⁵? There is no commonly agreed definition of either concept and recent developments tend to bring both closer together. EUNIC should therefore be open to both notions, also reflecting the diversity of thinking and experience of its members, and allowing EUNIC to apply for tenders and implement projects under either label.

*Why **international?** Whereas a close cooperation with EU bodies and the work at European level seems an obvious target, EUNIC should not restrict itself to it on the ground of its “European” identity and membership. Through its presence around the world and the critical mass of its multicultural expertise, it can develop as a valuable partner for cultural diplomacy and cultural relations for regional or international institutions (for example the UNESCO and UNDP), governments outside the EU and other relevant stakeholders.*

¹⁵ One definition could be as follows:

- Public Diplomacy is communication and outreach by states and their agencies, in accordance with their institutional, legal and financial framework, with other states' publics in the pursuit of foreign policy objectives.
- Cultural Diplomacy is one of the instruments of public diplomacy, where culture is used by states to communicate with other states and their agencies and publics in the pursuit of foreign policy objectives.
- Cultural Relations is the mutual exchange of culture to build trust and understanding between peoples. Successful cultural relations require the support of the state, both to provide funding and an enabling environment, and thus can be seen as a tool or another dimension of Cultural Diplomacy.



MISSION STATEMENT

EUNIC is the network of European national institutes of culture and national bodies engaged in cultural and related activities beyond their national borders. EUNIC brings together organizations from all 28 EU member states and adds value through its global network of clusters. By pooling together the resources and expertise of its members and carrying out joint work on common areas of interest, EUNIC is a recognised partner of the EU and its stakeholders in defining and implementing European policy on culture inside and outside the EU.

EUNIC promotes cultural diversity and cultural dialogue and advocates for a stronger role for culture in public policies and in external relations, both at European and international level. By means of its clusters, EUNIC has a strong capacity to deliver collaborative transnational projects connecting culture and society, as well as significant potential for training and research in cultural diplomacy and cultural relations.

Background:

The mission statement will be the “business card” of EUNIC and answer the question “What purpose are we here to serve” from the perspective of an outside observer or “client” (EU stakeholders, cultural actors, civil society, governments, etc.). The mission statement encapsulates both its statutory and strategic objectives as outlined below and is meant to guide EUNIC work in the long term. It pinpoints the “raison d’être” of EUNIC and can be shared outside the organization itself. It deliberately disregards internal/operational measures or objectives (“create effective partnerships and networks between EUNIC....”, “share best practices and discuss issues of common interest”), which are means to achieve broader policy objectives.

STRATEGIC OBJECTIVES

Strategic Objective 1: To enhance EUNIC’s capacity to participate in the design and implementation of cultural diplomacy and cultural relations projects both inside and outside the EU

Specific actions:

1. EUNIC members will map and identify common thematic and geographic areas of interest inside the EU and outside the EU where they can build up special expertise in order to be a partner of choice for relevant stakeholders in project design and implementation.
2. EUNIC will, through its clusters, showcase and strengthen its capacity to play a role in the design and delivery of projects related to cultural diplomacy and cultural relations at European and international level.

Background:

EUNIC members should focus over the next few years on those clusters with a high potential for the network as a whole and where EUNIC can show its ability to deliver as implementing partner. These clusters should reflect the strategic geographic priorities of EUNIC members and the EU. To take account of the different needs and potential of clusters in the EU and outside the EU, two approaches could be developed in cooperation with working groups composed of cluster Presidents.



Strategic Objective 2: To strengthen EUNIC's advocacy and support research

Specific actions:

1. By providing valuable experiences from its members' practice of cultural diplomacy and cultural relations, EUNIC will intensify its advocacy efforts and dialogue with internal and external stakeholders in order to contribute to the preparation and shaping of European and international policies on culture, including the role of culture in EU external relations.
2. EUNIC will develop strategic partnerships in cultural diplomacy and cultural relations in order to contribute to relevant research and actively participate in crucial policy debates. Research will be focused on providing and sharing evidence derived from good practice in cultural diplomacy and cultural relations.
3. EUNIC will improve its internal organizational and decision making processes by means of a Governance Review which will make recommendations to reform EUNIC structure and governance.

Background:

Internal advocacy and dialogue must be a priority for EUNIC to fully develop its capacity to act as the partner of European and international organisations. EUNIC members share a number of external stakeholders that correspond to various aspects of EUNIC's core mission and activities. A preliminary analysis shows that EUNIC needs, in a first step, to identify its key partners and stakeholders including those who are unaware of EUNIC or have so far shown little interest and, in a second step, to prioritize and engage with those who have a high-potential for influencing the field of international cultural relations or could be suitable EUNIC partners on project implementation. To be recognized as a valuable partner and be effective in policy shaping, EUNIC will need to reinforce its participation in research activities both by making better use of existing expertise within its members and developing partnerships with institutions specializing in cultural diplomacy and cultural relations. The Madrid General Assembly in June 2015 recommended a Governance Review once a strategy had been agreed. The June 2016 General Assembly in Copenhagen will consider the draft recommendations of the Review.

Strategic Objective 3: To support and facilitate knowledge transfer, training and capacity building:

Specific actions:

1. EUNIC will be the main platform for knowledge transfer, training and cooperation between members and between clusters.
2. EUNIC will support and facilitate the work of clusters as well as inter-cluster collaboration through capacity building, based upon the sharing of good practice and financial support.

Background:

The original objective of EUNIC was to create effective partnerships and networks between members and this ambition is still hugely important. The C4C project will be vital to building on the success already achieved in this area and we seek funding for a further 4 years after 2017.



Application form to set up a new cluster

Please fill in this application form when submitting a request for the creation of a EUNIC cluster and send it together with the cluster strategy to the EUNIC Global Office: clusters@eunicglobal.eu.

Name of the potential EUNIC cluster

Geographical Scope

- City-wide – please specify which city:
- Country-wide

Full members

List all full members which will form the new cluster. Specify if organisations received a mandate from Headquarters of EUNIC members to be full members in the cluster.

Associate members

List any associate members which will be part of the new cluster.

Potential partners

List any potential partners of the new cluster, this can include local organisations and the EU Delegation.

Contact person

| | |
|--|--|
| First name | |
| Last name | |
| EUNIC member organisation (country and city) | |
| Function in EUNIC member organisation | |
| E-mail address | |
| Phone number | |



Cluster master record and handover list

This template has been created to maintain the institutional memory of the cluster and should be regularly updated particularly when there is a change in leadership or membership in the cluster.

Name of the EUNIC cluster

Cluster President

| | |
|--|--|
| First name | |
| Last name | |
| EUNIC member organisation (country and city) | |
| Function in EUNIC member organisation | |
| E-mail address | |
| Phone number | |

Cluster Vice-President

| | |
|--|--|
| First name | |
| Last name | |
| EUNIC member organisation (country and city) | |
| Function in EUNIC member organisation | |
| E-mail address | |
| Phone number | |

Further contact person

| | |
|--|--|
| First name | |
| Last name | |
| EUNIC member organisation (country and city) | |
| Function in EUNIC member organisation | |
| E-mail address | |
| Phone number | |

Full members

List all full members which form the cluster. Specify if any of the member organisations received a mandate from headquarters of EUNIC members to be full members in the cluster. Any new full member should also sign the Cluster Charter.



Associate members

List associate members which are part of the cluster.

Partners

List partners which collaborate with the cluster, including the EU Delegation or European Commission Representation.

Other relevant information

Provide details of any other relevant information, such as for example names and passwords for social media accounts or budgetary details.

Documents and information to be handed over to the new president of the EUNIC cluster:

- Signed EUNIC Cluster Charter
- Three-yea Cluster strategy
- Cluster master record and handover list
- Minutes of the previous meetings and cluster archive
- Minutes of the previous meetings /Cluster Archive
- Relevant documents related to present and past projects, activities and events
- Communications material including logo files, leaflets, templates, roll-ups, etc.
- Contracts with EU Delegations (if relevant)
- Other relevant documents and information

Inform EUNIC Global on change of presidency:

- Send contact details of the new cluster President including full name, function at EUNIC member organisation, email address and phone number to EUNIC Global at clusters@eunicglobal.eu. If no new president has been elected, assign a contact person for all communication with EUNIC Global.

