



EUNIC Strategic Framework

The goal of the strategic framework is to outline how EUNIC will achieve the goals stated in the vision and mission statements

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 relations¹? 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.

¹ 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.