
EUNIC CLUSTER FLASH REPORT

Development of the EUNIC cluster network, the Cluster Fund and implementation of the international cultural relations approach

FOREWORD

The EUNIC Cluster Fund is celebrating its 10th anniversary. It was established in 2012 as an internal strategic instrument to financially support collaborative projects and enable the development of EUNIC clusters around the world.

EUNIC's worldwide network has grown rapidly in the last ten years, from 80 clusters in 2012 to 133 clusters in 103 countries in 2022. This development goes hand in hand with increased ambitions and a clearer strategic vision that is closely linked with the EU's policy on international cultural relations.

In June 2016, the European Commission (EC) and the European External Action Service (EEAS) presented the Joint Communication 'Towards an EU strategy for international cultural relations'.¹ This strategy sees a departure from a showcasing approach for the benefit of a cooperative peer-to-peer learning approach. EUNIC is mentioned in this strategy in the context of the desired enhanced EU cooperation. EUNIC subsequently revised its own strategic framework² following the shift towards international cultural relations and taking the cultural diplomacy approach completely out of its strategy.³

EUNIC's strategy is within others implemented through its clusters and the EUNIC office has put a focus on cluster development in the past 10 years. A structured programme with seminars, workshops, webinars, and the development of tools was funded by the project 'C4C – Building a European Cultural Sector' as part of Creative Europe grant EUNIC has been receiving for the period of 2014-2022.

This report was commissioned by the EUNIC office to take stock of the cluster network development and to share success factors and practical recommendations with the network. Part I is based on in-depths interviews with altogether 12 representatives from seven EUNIC clusters in Brasilia, Ethiopia, New York, Romania, Saudi Arabia, Vietnam and the UK that were identified by the EUNIC office as best practice examples.⁴ Part II provides an overview of the results of a cluster network survey which was conducted by EUNIC between March and May 2022.

Sections 1-5 of part I identify success factors which have helped clusters to develop organisational structures and implement meaningful projects together with local partners. Each section includes recommendations for EUNIC clusters, EUNIC members (headquarters) and the EUNIC office. Section 6 reviews how to take these success factors further. Part II of the report points out the five main findings from the survey and gives recommendations for future EUNIC work.

Authored by Julia Sattler, May 2022.

¹ EC and EEAS 2016 Joint Communication 'Towards an EU strategy for international cultural relations' <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=JOIN%3A2016%3A29%3AFIN>.

² EUNIC Strategic Framework 2020-2024: <https://drive.google.com/drive/folders/11dd-OApjdE0Q6ial-1JcroPEYERf4uW8S>.

³ See EUNIC's response to the Council Conclusions on an EU strategic approach to international cultural relations of 8 April 2019: Make Culture Count: A joined-up strategic approach to international cultural relations: https://eunic.eu/media/site/3387391421-1599837202/eunic_make-culture-count_response-to-council-conclusions.pdf.

⁴ The 7 clusters have been selected out of the worldwide network of 133 clusters. This selection has been made taking into account geographical coverage, the history of the cluster (older and recently established clusters), cluster size regarding membership, evolution of the cluster in adopting the cultural relations approach, different cluster governance models and the clusters track record of applications and projects made in the framework of the EUNIC Cluster Fund.

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1

CLUSTER FUND AND CLUSTER STRATEGY

Applications to the Cluster Fund, implementations of cluster projects and the development of cluster strategies have helped to increase the cohesion in the cluster.

All interviewed clusters have already successfully implemented at least one project supported by the Cluster Fund. These Cluster Fund projects contributed significantly to the development of the cluster in four regards:

- **Financial support:** Especially in the case of smaller clusters such wider and deeper European collaboration would not have taken place without the additional funding. The Cluster Fund also facilitates the participation of representations without a dedicated budget for cultural projects.
- **Motivation and focus:** A successful Cluster Fund application generates energy. Mentioned were a sense of motivation, satisfaction and pride. People felt that their work is appreciated and that they can inspire and influence what other clusters do worldwide. The regular calls for proposals also help to structure the EUNIC work and provide a focus for the cluster.
- **Framework:** The development of a cluster strategy, which is a requirement for a Cluster Fund application, creates a framework for cooperation, provides a roadmap for the cluster and grants continuity.
- **Collaborative approach:** There requirements of the Cluster Fund (and also of European Spaces of Culture⁵) encourage a wider international perspective and the cooperation with local partners.
- **Regular cluster activities:** Calls for proposals for the Cluster Fund give clusters an incentive and a reason to come together and discuss joint project ideas. The Cluster Fund application process also provides an opportunity to engage with the EUNIC office and receive feedback.

But there is also a risk and a challenge when an application for the Cluster Fund (or even more so for European Spaces of Culture) is rejected. With requirements being high, various interviewees talked about the disappointment if an application fails, especially if several local partners are involved and have put a lot of effort into the development of a project. One interviewee spoke of a moral dimension when ideas, expertise and resources are brought in by local partners. Another interviewee said that if their project would have been rejected it would have been devastating for their cluster and the activities that followed the project wouldn't have happened. There was also the question how projects get selected and how innovation is evaluated as contexts and framework conditions vary greatly.

⁵ As a Preparatory Action of the European Parliament, European Spaces of Culture (2019-2023) is testing innovative collaboration models in cultural relations between European and local partner organisations in countries outside the EU. Find out more at: <https://europeanspacesofculture.eu/>.

RECOMMENDATIONS FOR THE CLUSTERS

CLUSTER FUND

- Start early. It takes many drafts and conversations with many people to establish consensus and create a collective work.
- Meet local partners. Many of the proposals have emerged from or have been shaped by discussions with local partners.
- Exchange regularly with the EUNIC office in Brussels, take part in seminars, connect with people.

STRATEGY

- Update your cluster strategy regularly and reset your goals according to the changing social and political context.
- Get help and ideas from other clusters and cluster strategies and from the EUNIC office in Brussels.
- Include local partners in the development/update of the strategy.

RECOMMENDATION FOR EUNIC MEMBERS

- Continue with the Cluster Fund and provide stable annual funding. The Cluster Fund is an effective tool for the development of clusters through joint projects.

RECOMMENDATIONS FOR THE EUNIC OFFICE

- Continue with the good communication via the website, seminars, webinars and personal contacts, and with the flexible and individual support to projects.
- Give more visibility to EUNIC Cluster Fund projects in the spirit of knowledge exchange and motivation for colleagues in the cluster network.
- Use the Cluster Fund even more strategically and coordinate the selection process with European Spaces of Culture in order that good project ideas from European Spaces that are not successful are not lost. Further questions to consider:
 - Could the selection jury better represent different parts of the world?
 - Should the main criteria for the Cluster Fund be the development of clusters or the implementation of excellent projects?

2

SELF-ORGANISATION OF EUNIC CLUSTERS

RECOMMENDATIONS FOR THE CLUSTERS

- Consider establishing a presidency system/find an organisational structure that fits your cluster.
- Consider ways to hire a part time cluster coordinator, for example through membership fees.
- Find ways to share and to facilitate the administrative work.
- Meet regularly at different levels according to interests and needs: presidency team, cluster members, working groups, etc. The monthly cluster meetings are there to ensure the exchange of information between all these groups.
- Be clear about responsibilities.
- Conduct well-structured cluster meetings that are beneficial for all participants.
- Invite the EUD/ECR focal point to all cluster meetings.
- Try to arrange a meeting between the EUNIC presidency team and the EU Ambassador once or twice a year.
- Plan handover of presidency well in advance.
- Facilitate networking amongst cluster members and with local cultural actors and partners.

RECOMMENDATION FOR EUNIC MEMBERS

- Recognise the time that the coordination of EUNIC cluster activities take.
- Consider ways that EUNIC clusters can manage their own common budget.
- Simplify the requirements for accounting of national funds in EUNIC projects.

RECOMMENDATIONS FOR THE EUNIC OFFICE

- Foster the exchange about organisational issues between clusters to learn from each other.
- Continue to host (regional) seminars, possibly organised by positions in the clusters, such as the presidents or cluster coordinators, to provide hands-on peer-to-peer learning.

The development of organisational structures and procedures together with the formation of communication channels at different working levels within a EUNIC cluster have helped to organise work more efficiently and successfully.

Similar organisational structures have emerged in different clusters and can therefore be seen as recommendations for other clusters. These overlaps in organisational structures show that there is a transfer of knowledge and practices between clusters due to the rotation of people and cluster participation in network activities organised by the EUNIC office. These structures tend to evolve rather in bigger clusters:

- **Presidency team:** Out of the seven interviewed, the four bigger clusters (Brasilia, London, NYC and Bucharest with 15 to 39 Full Members, Associated Members and partners) work in presidency teams/in a shared presidency to spread the workload and to guarantee continuation. In case of the presidency teams the succession is organised already up to three years in advance. The presidency teams meet on a weekly basis (and communicate much more frequently) and are in charge of management and coordination. The role of EUNIC cluster president is often linked to the EU Council presidency of a country.
- **Cooperation with EU Delegations and Commission Representations:** All seven interviewed clusters maintain close relations with the EUD/ECR. The focal point at the EUD/ECR takes part in the cluster meetings and the EUD/ECR contributes financially to projects and in some cases also to the salary of a cluster coordinator. Some EUD/ECR also have their own separate established formats and invite EUNIC to participate. EUNIC clusters are interested in a close relationship with the EUD/ECR and it is therefore appreciated when the EU focal point has expertise and dedicated time to be involved.
- **Working groups:** EUNIC projects are planned and implemented by working groups. Only those EUNIC cluster members participate who are interested in the project. Working groups communicate and meet on a regular basis according to the project. They report in the cluster meetings.
- **Cluster coordinator:** Four out of the seven interviewed clusters have a part time cluster coordinator/administrator/communications officer and mentioned that they couldn't do without him/her anymore. This position is financed differently in each case, either completely by the EUD, partly by EUD and EUNIC members, by membership fees paid by all cluster members. The area of responsibility for cluster coordinators was defined differently in each case. EUNIC clusters with more members rather

wanted an administrator or a communications officer, arguing that project development should not be outsourced but exercised by the cluster members. Clusters with fewer members wanted the cluster coordinator to also play an active role in the development of projects to cover periods when all cluster members would be busy with other priorities.

- **Cluster meetings:** The main function of cluster meetings is to inform and update all cluster members and the focal point of the EUD/ECR on all EUNIC issues. These meetings are generally conducted on a monthly basis at a fixed date and prepared by the presidency team. They are well structured and shouldn't last longer than 90 minutes. There are no long discussions but rather brief updates from the different working groups. In order to encourage networking interviewees have suggested the following additional elements for cluster meetings: The hosting EUNIC member has five minutes at the beginning to talk about their national programmes and objectives. The cluster meetings are divided into two parts, the first part is for the EUNIC agenda, the second part with different guest speakers is for discussion and exchange of ideas, particularly with local partners. EUNIC Romania holds a longer strategy meeting for up to two days at the beginning of each year. Recently the cluster conducted a survey amongst its members to evaluate which cluster projects conducted in the past years were the most meaningful ones.
- **Mobility:** Several clusters organise joint visits to meet local partners in their own cultural institutions. EUNIC London even organises trips into the regions to not only work with partners in the capital.

One organisational challenge – due to the lack of legal status – is the inability to open a bank account and to be able to receive and pay out money as EUNIC cluster. Each EUNIC cluster member as well as the EUD/ECR have different tendering procedures and budgetary requirements, which makes handling a project budget very complicated. Some clusters deal with this challenge by distributing invoices amongst cluster members according to everyone's financial contribution, other clusters select one cluster member to manage the whole project budget. It seems that often the Goethe-Institut takes on this administrative task. Clusters with a cluster coordinator can delegate these administrative tasks while other clusters pass on parts of the project budget to reliable local partners.

The absence of a joint budget also influences whether local partners perceive EUNIC clusters as partners in their own right. As EUNIC activities become more frequent and professional, it would be helpful to find ways to manage a common budget.

3

DEVELOPMENT OF CLUSTERS

RECOMMENDATION FOR CLUSTERS

- Work together in collaborative projects with local partners and continuously build on these experiences.
- Exchange ideas with local partners.
- Include local staff members not only in the implementation of EUNIC projects but also in the management and strategic development of the cluster to support continuity.
- Take advantage of the experience from incoming 'EUNIC cluster colleagues' and the overview of structures and practices that the EUNIC office in Brussels can provide.

RECOMMENDATION FOR EUNIC MEMBERS

- Identify strategic locations for increased European cooperation and send colleagues accordingly.
- Give more priority to EUNIC and provide incentives for institutes and Embassies to be active in clusters. The Czech Centres, for example, grants an additional budget to its institutes leading a EUNIC cluster.⁶

RECOMMENDATION FOR THE EUNIC OFFICE

- Build a network of motivated "EUNIC cluster colleagues" who have shown their commitment to European collaboration and who are interested to take EU international cultural relations further.

Committed individuals have helped to advance EUNIC cluster work. The process of developing rules and procedures (institutionalisation) has helped to build upon previous experiences and achievements. The exchange with local partners has helped to develop and improve EUNIC projects.

Successful cluster work is the result of ongoing commitment of individuals. All interviewees expressed their passion for EUNIC and for their collaborative work with local partners being at the centre of their activities. Most of the interviewees already had experience with EUNIC from previous positions. It seems that slowly there is a network of 'EUNIC cluster colleagues' emerging who are especially active and motivated and shape EU international cultural relations. People meet again in different locations, they take concepts and experiences with them from one posting to the next, they stay in contact with other 'EUNIC cluster colleagues' after they have moved on. One interviewee mentioned that he was specifically selected for his current post due to his previous experience with EUNIC. The inevitable rotation of cluster members, which is often perceived as a challenge, thus also has the advantage of facilitating the transfer of knowledge and experience between organisations and regions.

Clusters always face the challenge of including as many members as possible, but at the same time not falling back to the lowest common denominator. The working groups seem to provide a practical approach to this challenge according to the idea of variable geometry that not every cluster member needs to take part in every project or policy. Any project idea can be realised as long as there are enough supporting members willing to contribute according to their possibilities. Everyone should be informed, but not everyone has to participate. There is an awareness that cluster members have different financial and personnel resources, for example, cultural institutes can generally contribute more than Embassies.

Despite the challenge that people in EUNIC clusters are constantly changing, structures and procedures seem to endure and provide continuity once they have been endorsed and accepted by all EUNIC cluster members and are well established through several joint projects. Most interviewees agreed that their clusters are unlikely to collapse again because they have organisational structures in place and an institutional memory of several successfully implemented joint projects they can refer to. The biggest risk factor for cluster activities to stagnate is the overload of tasks and responsibilities for EUNIC cluster members, especially in smaller Embassies and EUDs where staff members have to handle large portfolios and culture is only one issue alongside political and economic matters. All interviewees mentioned the crucial role

of local partners in the development of their cluster projects. Through the exchange, discussions and co-creation with local partners the projects became more focused, meaningful and legitimate. Elements of a mature cluster are:

- **Institutionalised processes and actions:** People who join the cluster adapt to the structures and procedures already in place.
- **EUNIC is attractive:** Once a cluster has successfully implemented a joint project with added value for members and local partners likewise there is an incentive to develop further collaborative projects.
- **Participation according to interests and possibilities:** Mature clusters are able to deal with different and changing types of engagement of EUNIC cluster members within defined structures.
- **EUNIC colleagues:** Motivated and committed people are encouraged to develop the cluster further in line with EUNIC's strategic framework and in exchange with other clusters and the EUNIC office.
- **Co-creation with local partners:** Feedback from local partners is obtained and welcomed.

⁶ As another example, Swedish colleagues working in EUNIC clusters around the world are encouraged and given the opportunity to apply for additional funding by Swedish Institute, encouraging European cooperation: <https://sharingsweden.se/toolkits/eunic-initiating-european-collaboration/>.

4

LEADERSHIP IN EUNIC CLUSTERS

Good leadership has helped to create active clusters.

Managing and coordinating a EUNIC cluster is not an easy task. Interviewees mentioned that the role of EUNIC cluster president requires specific skills, knowledge and personal qualities. There needs to be clear leadership, not in a hierarchical way but to build consensus, to network and include people, to suggest ideas, to provide direction, to keep people engaged and motivated.

RECOMMENDATION FOR CLUSTERS

- Plan the succession of the next president/presidency well in advance and include them early in the EUNIC work to guarantee continuation.
- Build a presidency team with different cluster members to capitalise on the range of institutional knowledge and international affiliations: cultural institutes and Embassies, Eastern and Western Europe, cluster members with different levels of resources.
- Enable representatives from cluster members with less resources to take on leadership roles through the distribution of tasks and the recruitment of a cluster administrator/coordinator.

RECOMMENDATION FOR EUNIC MEMBERS

- Support and encourage colleagues who are dedicated to increased European cooperation and EUNIC work.

RECOMMENDATION FOR THE EUNIC OFFICE

- Involve 'EUNIC cluster colleagues' who have demonstrated their commitment to EU international cultural relations in EUNIC activities. One interviewee for example was invited by EUNIC to be a member of a selection jury.
 - Define the main tasks of EUNIC cluster presidents together with former or acting presidents.
 - Consider leadership training for EUNIC cluster presidents and foster exchange.
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5

INTERNATIONAL CULTURAL RELATIONS

The adoption of the ICR approach has helped clusters to be successful.

All interviewees appreciated EUNIC's international cultural relations approach, especially the strong collaboration with local partners as it creates more interesting and relevant projects and makes the message more powerful. However, it seems that some locations are better equipped for the international cultural relations approach than others.

Factors are:

- **Cultural hubs:** In cultural capitals like New York or London with leading cultural institutions there seems to be no alternative to the international cultural relations approach. In order to be recognised and have an impact projects can only be developed in cooperation with these local cultural institutions.
- **EU/West/Democracies:** EUNIC work seems to be easier in countries with freedom of expression, less bureaucracy, and independence and experience of counterparts. However, the example of the EUNIC cluster in Saudi Arabia shows that the framework conditions of an emerging cultural sector in a restricted environment create a unique opportunity for EUNIC work.
- **Equipment of the cluster members:** In locations with smaller Embassies and EU Delegations staff members often have to deal with huge portfolios ranging from consular and political issues to culture, sometimes even across several countries. There is often little time for cultural activities.

Interviewees mentioned that ICR projects often require much more time and energy at the beginning – due the co-creation process with local partners and the consensus-building with EUNIC members – but once a project is in its implementation phase in cooperation with or even handed over to local partners the actual work gets decisively less. Clusters could take this into consideration in their strategic longer-term planning, dedicate time to set-up a project properly and then let it run with or by local partners for a longer period.

RECOMMENDATION FOR CLUSTERS

- Listen to and work with local partners to tap into existing knowledge and infrastructure, to develop meaningful projects and to spread the workload.
- Invest time and effort in the set-up phase of a project, especially in countries with more difficult conditions.

RECOMMENDATION FOR EUNIC MEMBERS

- Make the set-up phase of a EUNIC project a priority for colleagues.

RECOMMENDATION FOR THE EUNIC OFFICE

- Consider the possibility to support a Cluster Fund project over a longer period.
 - Be aware of the local context of a project in the Cluster Fund selection process.
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6

TAKING SUCCESS TO THE NEXT LEVEL

All interviewees are committed to continue with the international cultural relations approach and shared their thoughts how to take EUNIC collaboration further.

The goal would be that a EUNIC cluster is seen as a partner in its own right, not as a gateway to different European members.

BUDGET

The financial resources of clusters vary greatly. For example the EUNIC cluster in London collects substantial membership fees and is therefore able to pay a cluster coordinator and to plan long-term. Some clusters receive budget support from the EU Delegation. Other clusters depend on voluntary contributions for specific projects. Embassy budgets are often decided quite late which hinders the planning of activities in the first few months of a year. To develop further, EUNIC clusters need some basic reliable funding in order to build a supportive infrastructure. Different existing cluster funding models could be evaluated and actively taken forward with the EU and EUNIC members to be implemented across the network.

PUBLIC RELATIONS

Clusters would like to reach out more, be visible and document their activities. But interviewees mentioned that they don't have any capacities to communicate more. Most clusters are on different social media channels and even have their own webpage. But due to the lack of finances communication rather happens on an ad hoc basis. Through increased online presence clusters would also like to build their own identity. But this would only be possible with someone who is dedicated to this task. EUNIC Romania for example pays a communications person through a rotating system. One interviewee suggested that clusters should be encouraged to develop a PR strategy to manage communication and media.

EUNIC clusters should have the means to do professional PR (see above point about basic reliable funding for EUNIC clusters). It is helpful for clusters to get materials from EUNIC office for their own communication.

DEVELOPING RULES AND PROCEDURES

Some interviewees would like to build more permanent EUNIC cluster structures with an account, a dedicated EUNIC budget, a cluster coordinator to help the presidency team. EUNIC clusters should have their own identity and a common memory. A more formalised EUNIC network could be the backbone of EU international cultural relations. However, the composition of each EUNIC cluster, their needs and frameworks are so diverse across the network that proposed structures will always have to maintain some degree of flexibility. Some interviewees would like EUNIC to have clearer objectives and key messages.

PART II – SURVEY

This cluster network research was conducted between March and May 2022 by the EUNIC office in Brussels. The results of the survey complement the findings from the interviews with representatives from the seven selected EUNIC clusters. The purpose of the interviews was to find success factors and to inspire other clusters. The survey puts these achievements into context by answering the question where the whole EUNIC network stands. 52 EUNIC cluster representatives replied to the survey.

- **ICR approach is well known:** The international cultural relations approach is well known in the clusters. 84.3% assess themselves as familiar or very familiar with this approach (question 1). Many EUNIC projects are based on the international cultural relations approach. Nearly a third (30.8%) say that only or mostly the ICR approach is applied, 61.5% say that the ICR approach is applied alongside the cultural diplomacy approach (question 2).
- **Understanding of the ICR approach is not entirely shared:** However, the understanding of the ICR approach is not entirely shared amongst cluster members. This is not surprising as there is no fixed definition of international cultural relations. 48.1% state that they share or mostly share a common understanding of the ICR approach within their cluster, while 51.9% believe that the understanding is half different/half shared, mostly different or very different (question 3). That variations in the understanding of the ICR approach exist reconfirms question 4. Nearly two thirds (63.5%) say that the ICR approach differs hardly or not at all from their own organisation's practices. Another 34.6% state that the understanding only differs moderately. It seems that everybody defines the ICR approach along the lines of one's own organisation rather than according to EUNIC's ICR approach as outlined in the strategic framework.
- **Process-oriented collaborative cluster work drives the development of EUNIC and the ICR approach:** Shared EUNIC cluster activities have strengthened the ICR approach ('Yes' 73.1% - question 7) and have raised awareness about the ICR approach within the respective EUNIC member organisations ('Yes' 57.7% - question 8). 60.8% feel that their cluster collaboration is successful/very successful (question 10). The cluster strategy is seen by 53% as helpful/very helpful to streamline cluster activities along the ICR approach (question 11). 66.7% of people/clusters who took part in the survey have already applied for or participated in a Cluster Fund project (question 14). 73.5% of those state that these applications and projects strengthened the EUNIC cooperation (question 15). A very high percentage (82.4%) mentioned that their Cluster Fund project (application) contributed to new partnerships with local stakeholders (question 16). Question 17 provides additional information about the depth of the partnership with local partners: 73.6% rate that the projects were set up mostly/very much in co-ownership with local project partners (question 17). 58.8% said that their cluster could build upon the learnings and the results of the application process/the project implementation (question 18).

RECOMMENDATION

Stimulate discussions on all levels of the EUNIC network (clusters, members, EUNIC office) about the international cultural relations approach here what it means for EUNIC's work and for EU cultural relations and how it can be applied.

- **EUNIC members have big influence on the EUNIC cluster work:** Question 5 shows that cluster members see their cluster activities tied as much to EUNIC's strategic framework as to their own organisations' strategies. 44.2% say that they are bound equally to the national and to the European strategy, while 28.8% feel more bound to the EUNIC strategy and 26.9% to their national strategy. People receive more information, support and training on the ICR approach from their respective headquarters (72.5%) as from EUNIC sources (EUNIC office – 49%, other EUNIC cluster members – 17.6%) – question 6.

RECOMMENDATION

Coordinate strategies with regards to EUNIC cluster work amongst EUNIC members. Ultimately, it is a political decision whether the objectives for EUNIC cluster work are set by the national or the European agenda and to what extent these two agendas overlap.

RECOMMENDATION

Continue to support process-oriented collaborative cluster activities through the Cluster Fund and European Spaces of Culture. The development of the EUNIC cluster network is best supported by increased funding for more EUNIC projects.

- **EUNIC work can't be an add-on:** 62% rate the Cluster Fund as a helpful/very helpful tool to support cluster activities (question 13). However, considerably less (51.9%) are motivated/very motivated to apply for the Cluster Fund. The reasons are all related to lack of time and the challenge of freeing up resources (question 12). This coincides with the experience of 60.8% that the workload for EUNIC activities is high/very high (question 9).

RECOMMENDATION

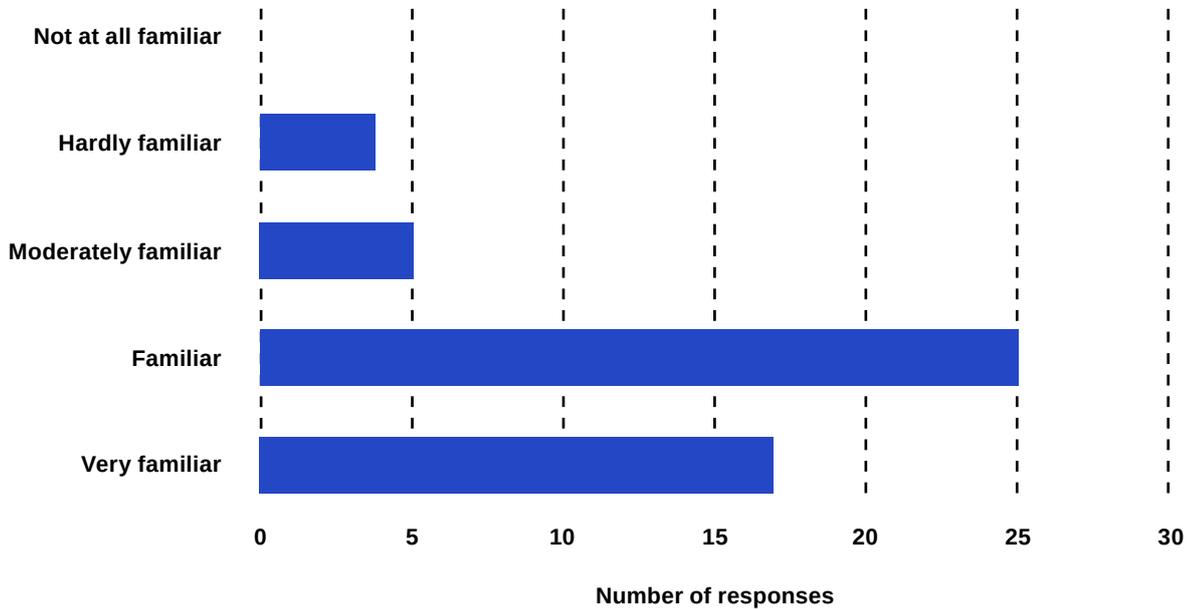
Include EUNIC work as regular tasks into job descriptions and budgets.

CONCLUSION

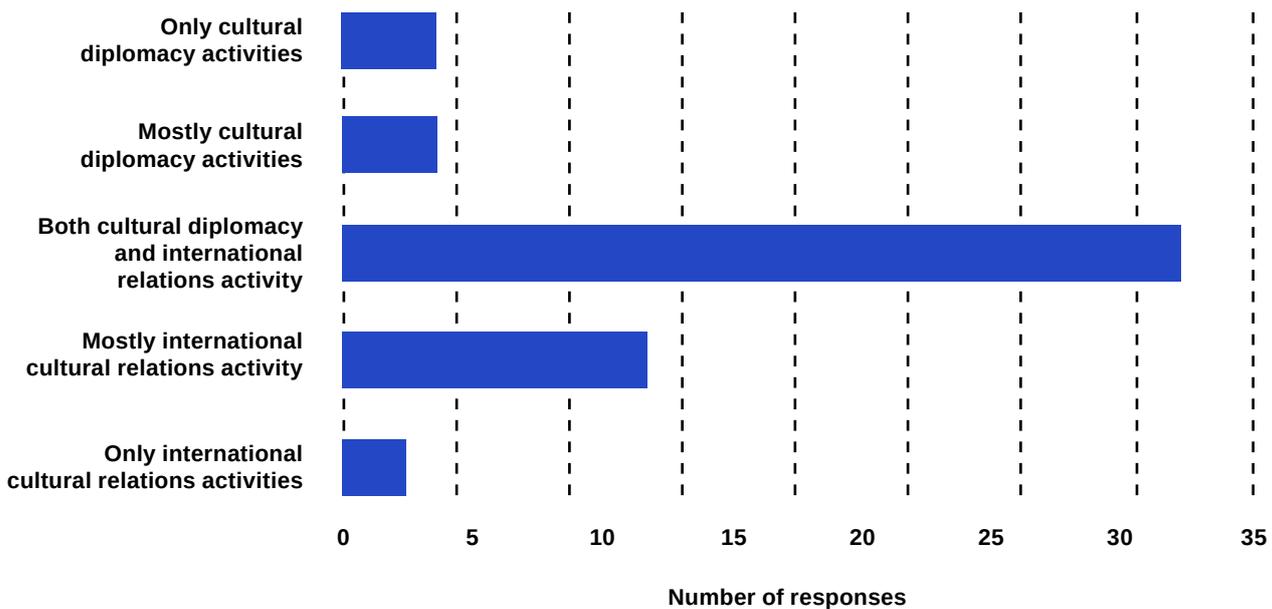
The seven selected clusters provide positive examples of successful EUNIC cooperation and show that European cooperation and the ICR approach can add another dimension in the field of cultural relations. The survey results indicate that the EUNIC cluster network is moving into the direction of the ICR approach and is gaining experience through joint projects. It is up to the EU to deploy the EUNIC network as strategic partner for its international cultural relations strategy and up to the EUNIC members to incorporate the European dimension and the EUNIC strategic framework into their national strategies.

ANNEX: SURVEY RESULTS IN DETAIL

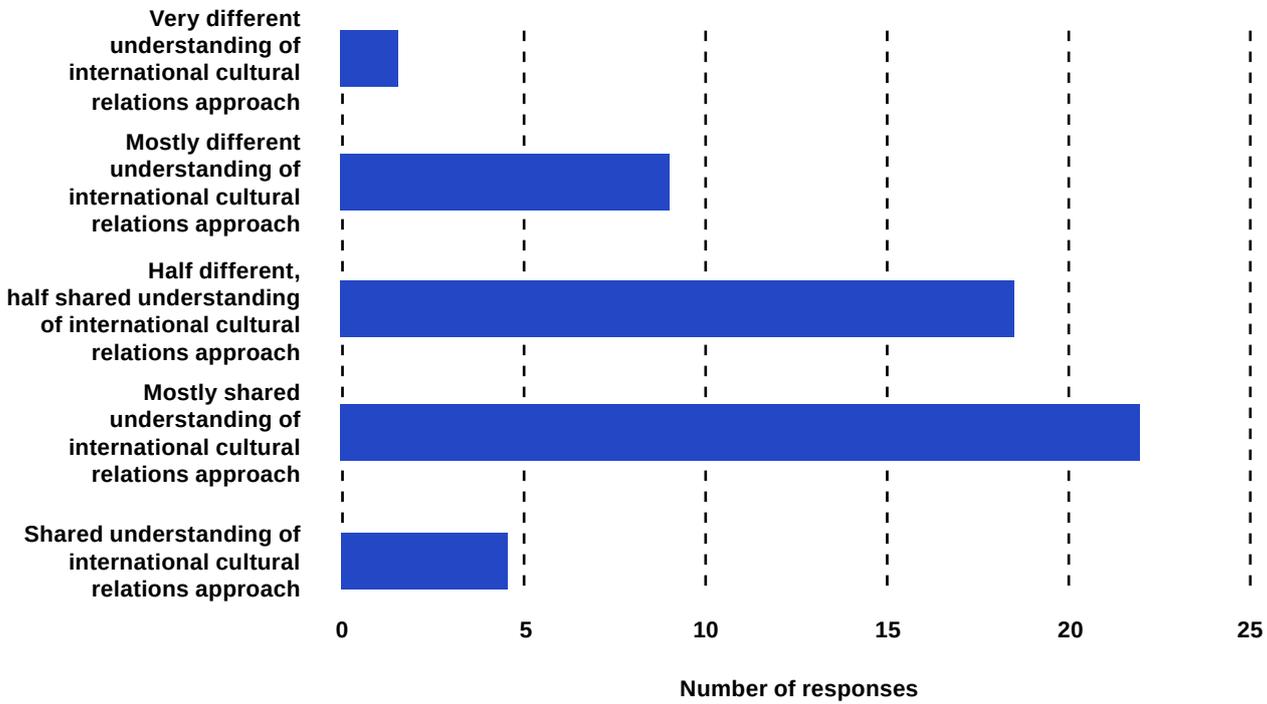
1. HOW FAMILIAR ARE YOU WITH THE INTERNATIONAL CULTURAL RELATIONS APPROACH



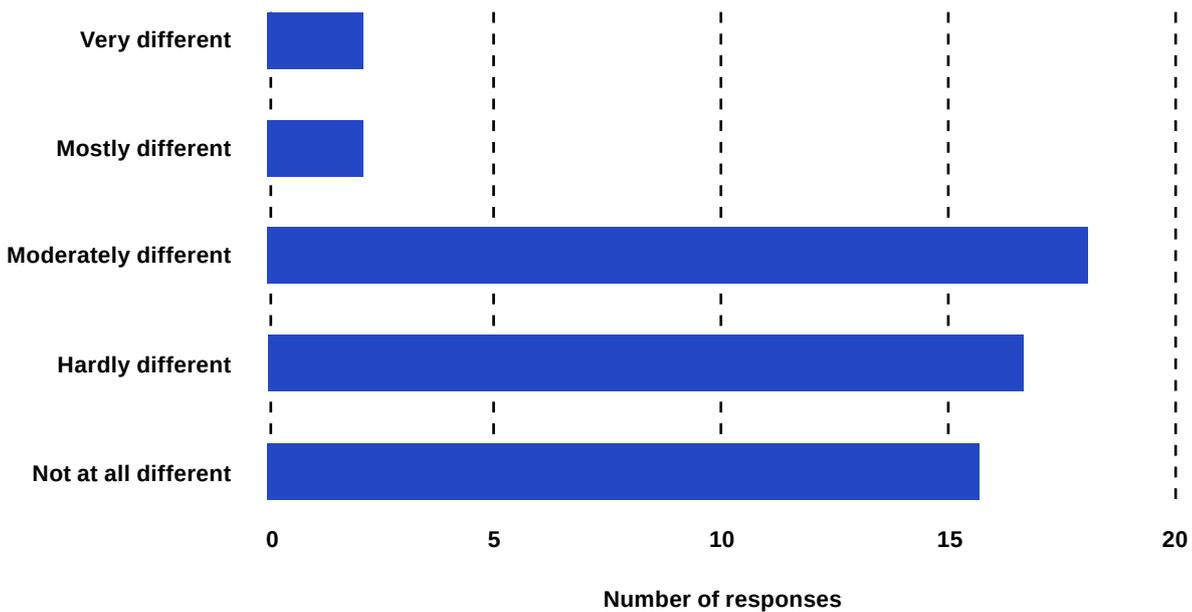
2. WHERE WOULD YOU LOCATE YOUR CLUSTER'S ACTIVITIES BETWEEN CULTURAL DIPLOMACY AND INTERNATIONAL CULTURAL RELATIONS?



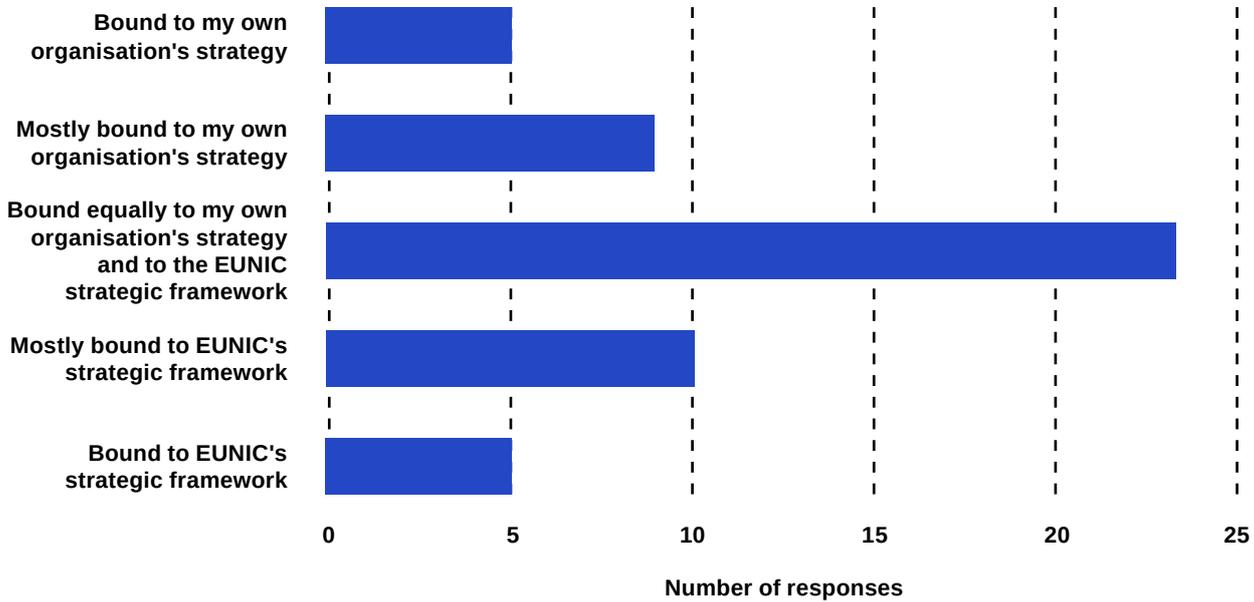
3. IS THE UNDERSTANDING OF THE INTERNATIONAL CULTURAL RELATIONS APPROACH WITHIN YOUR CLUSTER A SHARED DEFINITION OR VERY DIFFERENT AMONGST MEMBERS?



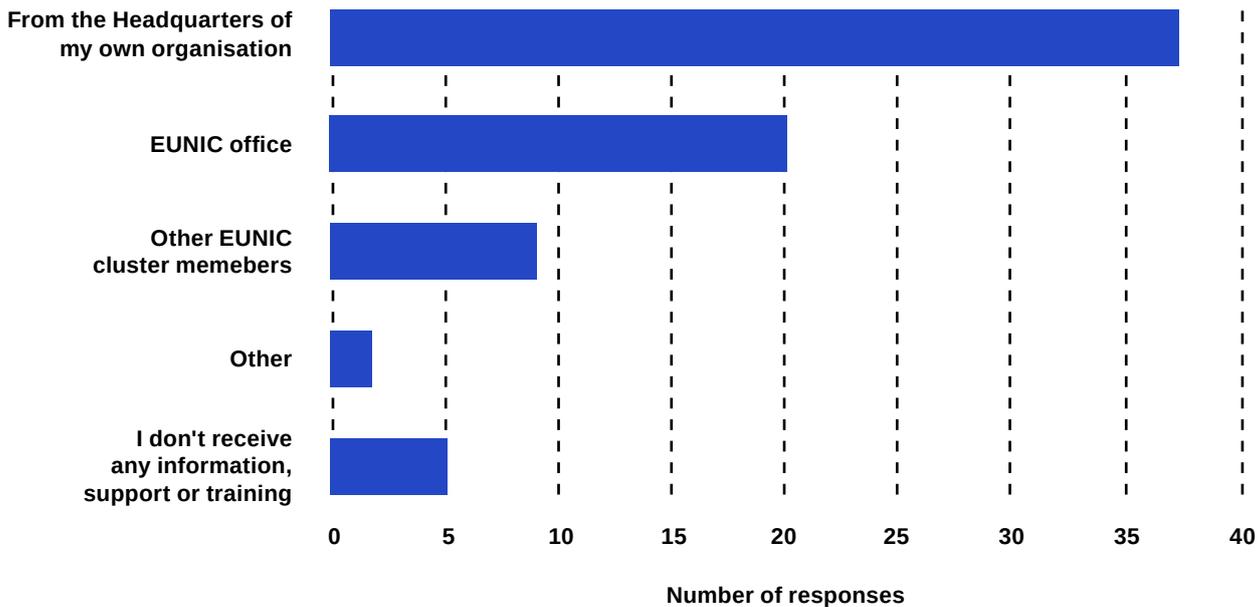
4. HOW DIFFERENT IS THE INTERNATIONAL CULTURAL RELATIONS APPROACH FROM THE PRACTICES OF YOUR OWN ORGANISATION?



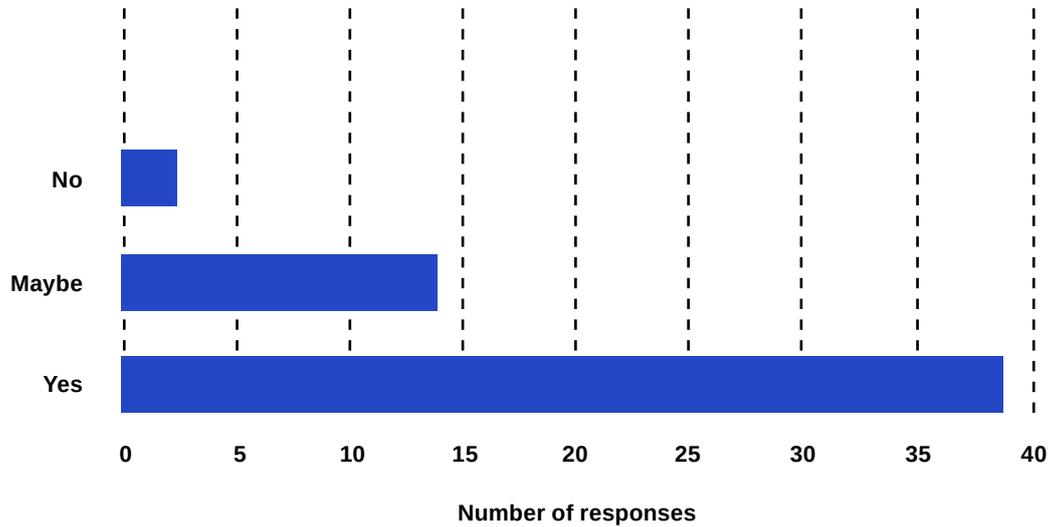
5. IN YOUR CLUSTER WORK, ARE YOU MORE BOUND TO YOUR OWN ORGANISATION'S STRATEGY OR TO THE EUNIC STRATIGIC FRAMEWROK?



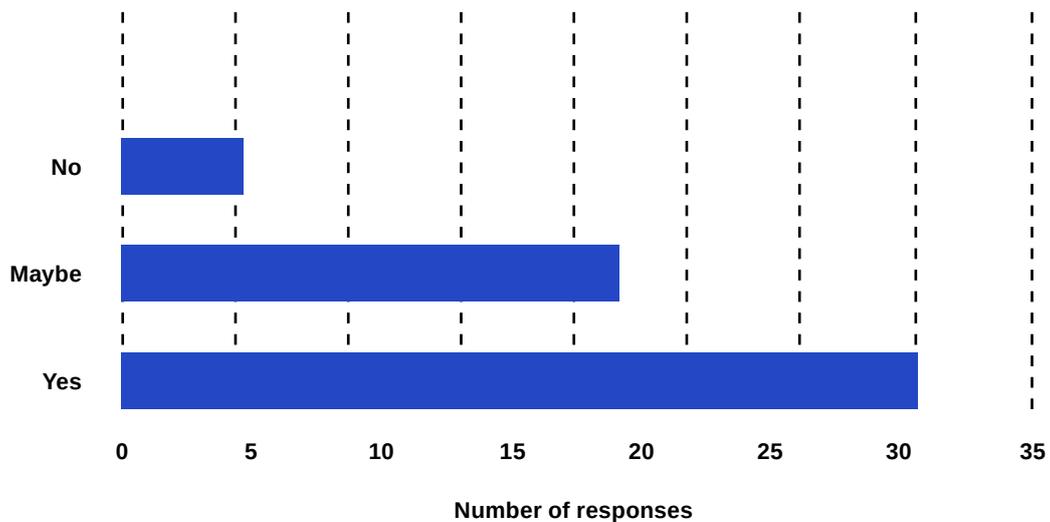
6. WHERE FROM DO YOU RECEIVE YOUR INFORMATION, SUPPORT AND TRAINING ABOUT THE INTERNATIONAL CULTURAL RELATIONS APPROACH MOSTLY?



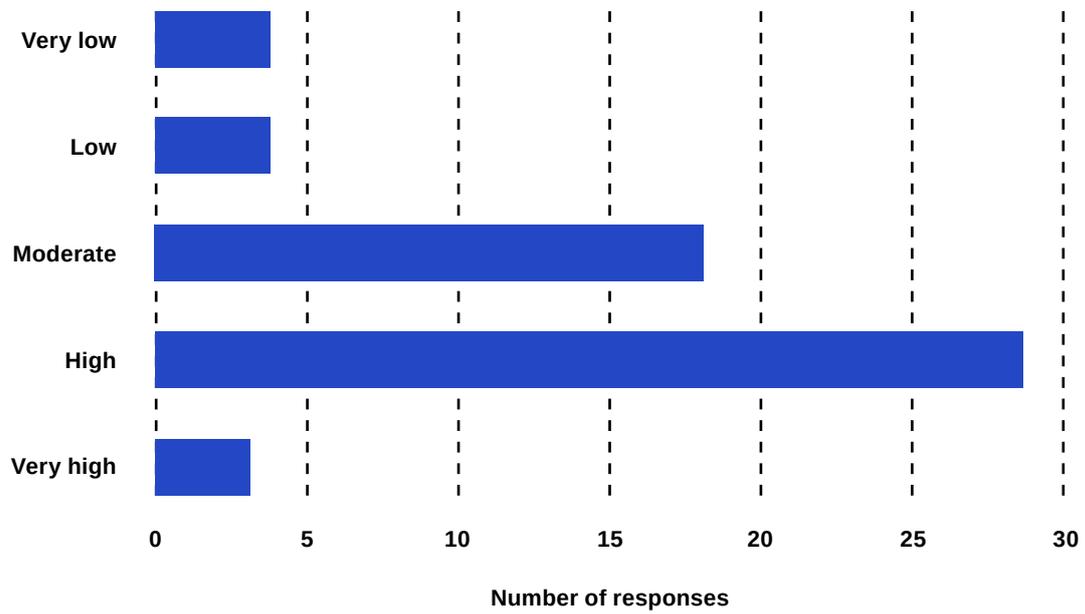
7. HAVE THE SHARED ACTIVITIES OF YOUR EUNIC CLUSTER CONTRIBUTED TO STRENGTHENING THE INTERNATIONAL CULTURAL RELATIONS APPROACH WITHIN YOUR CLUSTER AND AMONGST CLUSTER MEMEBERS?



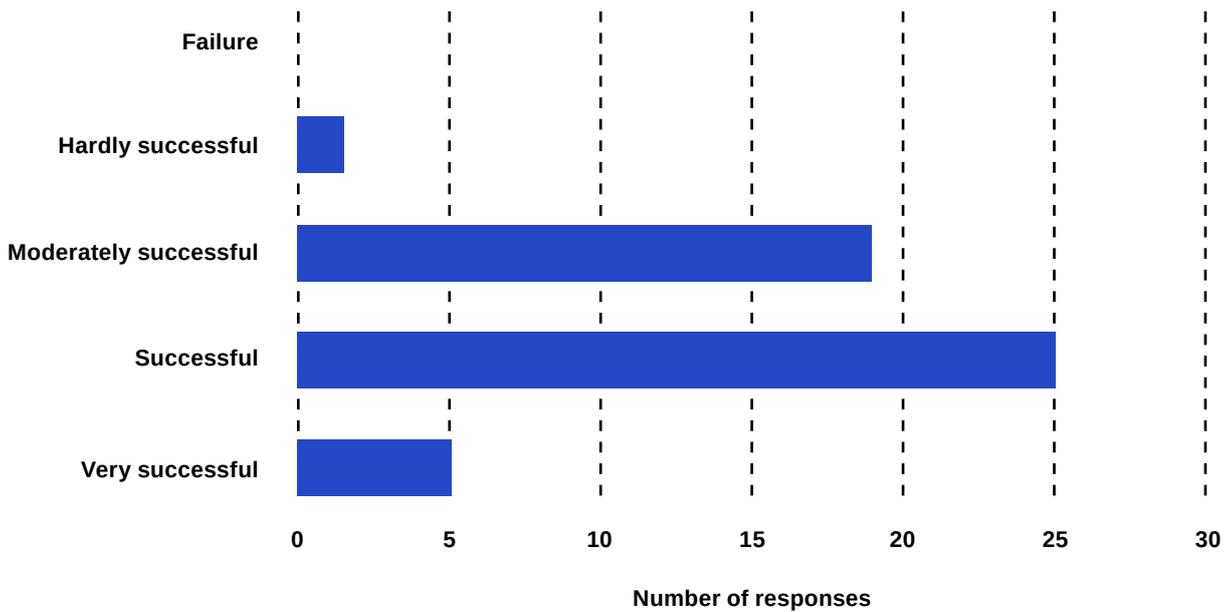
8. HAVE YOUR EUNIC CLUSTER ACTIVITIES CONTRIBUTED TO RAISING AWARENESS ABOUT THE INTERNATIONAL CULTURAL RELATIONS APPROACH WITHIN YOUR OWN ORGANISATION?



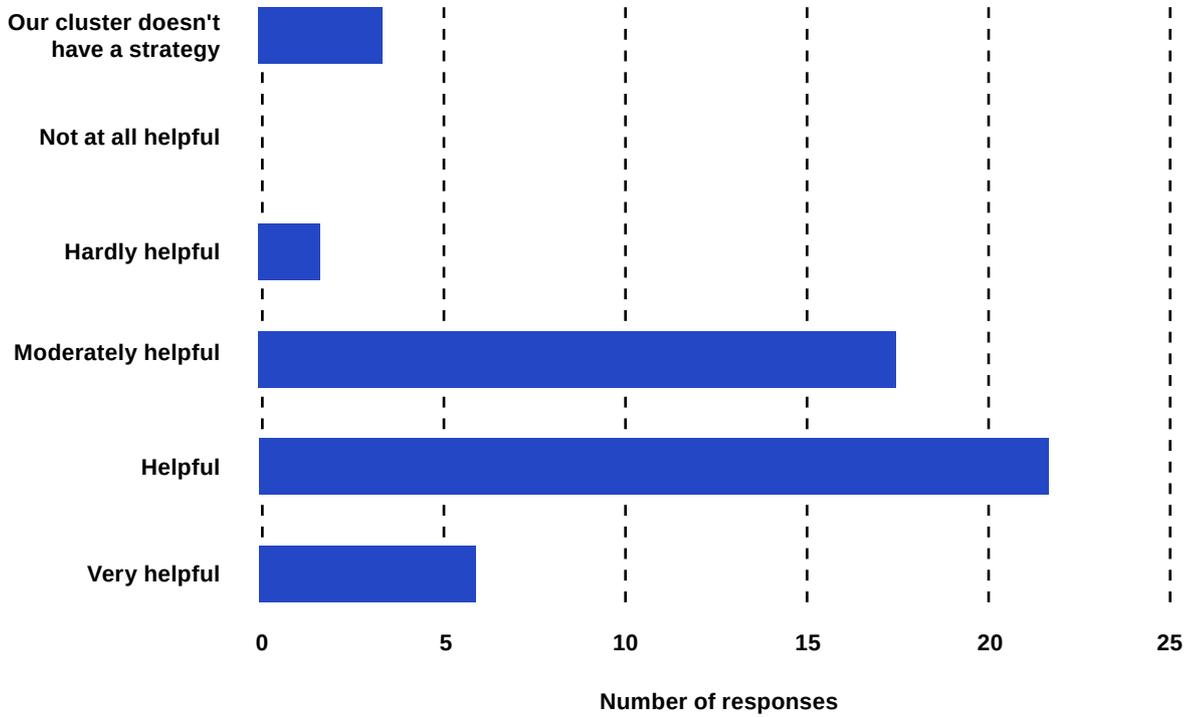
9. HOW WOULD YOU ESTIMATE THE WORKLOAD TO ACHIEVE EUNIC'S PROCESS-ORIENTED COLLABORATIVE WORK?



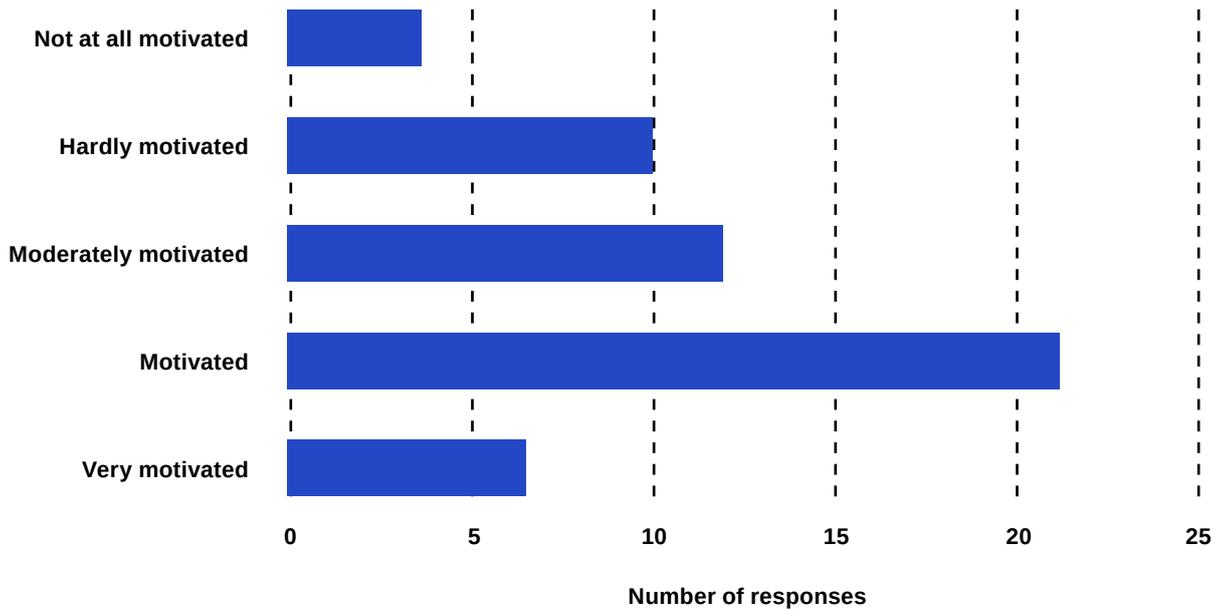
10. HOW WOULD YOU RATE THE SUCCESS OF YOUR CLUSTER'S COLLABORATION?



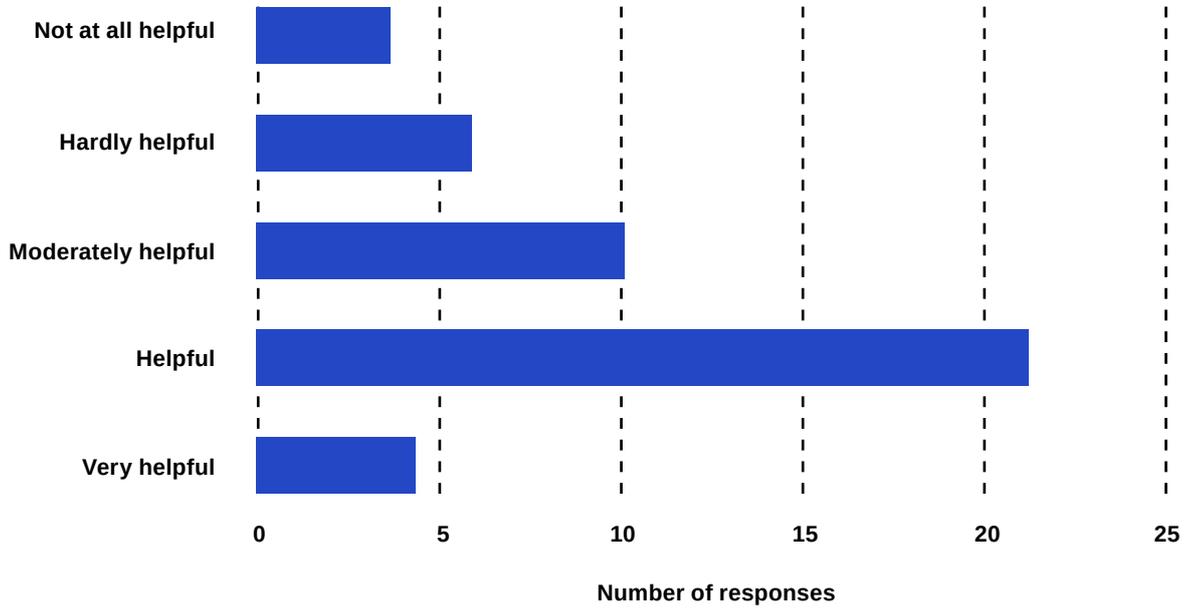
11. IS YOUR CLUSTER STRATEGY HELPFUL TO STREAMLINE YOUR CLUSTER ACTIVITIES BASED ON THE INTERNATIONAL CULTURAL RELATIONS APPROACH?



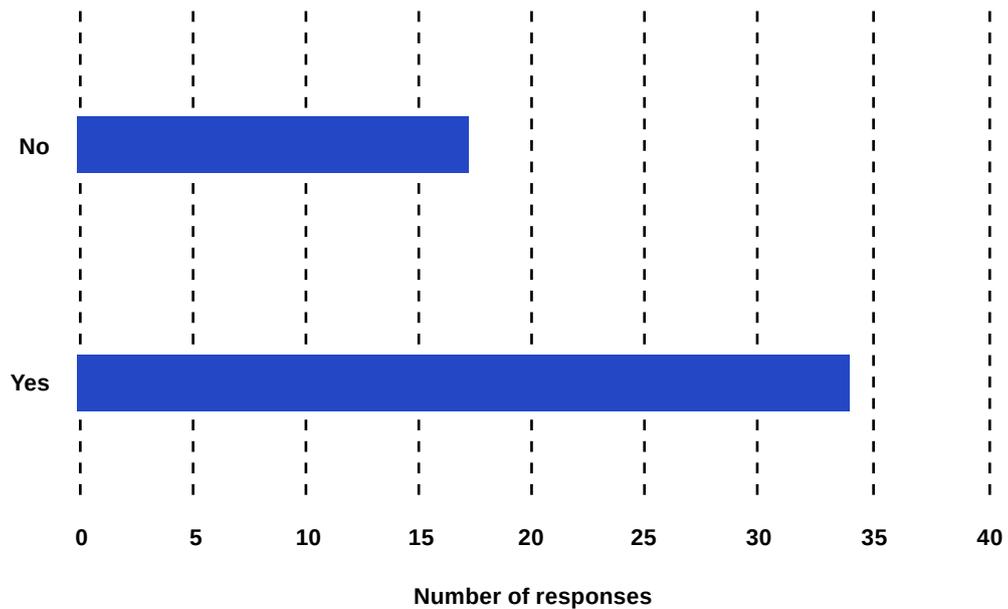
12. HOW MOTIVATED ARE MEMBERS OF YOUR CLUSTER TO APPLY FOR THE CLUSTER FUND?



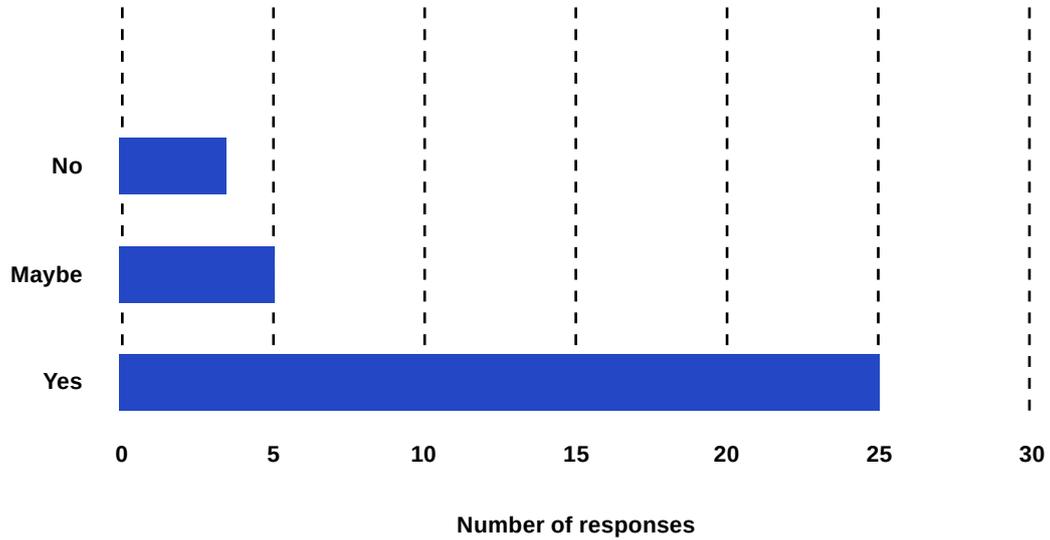
13. IS THE CLUSTER FUND IN ITS CURRENT FORM
A HELPFUL TOOL TO SUPPORT YOUR CLUSTER'S
CULTURAL RELATIONS ACTIVITIES?



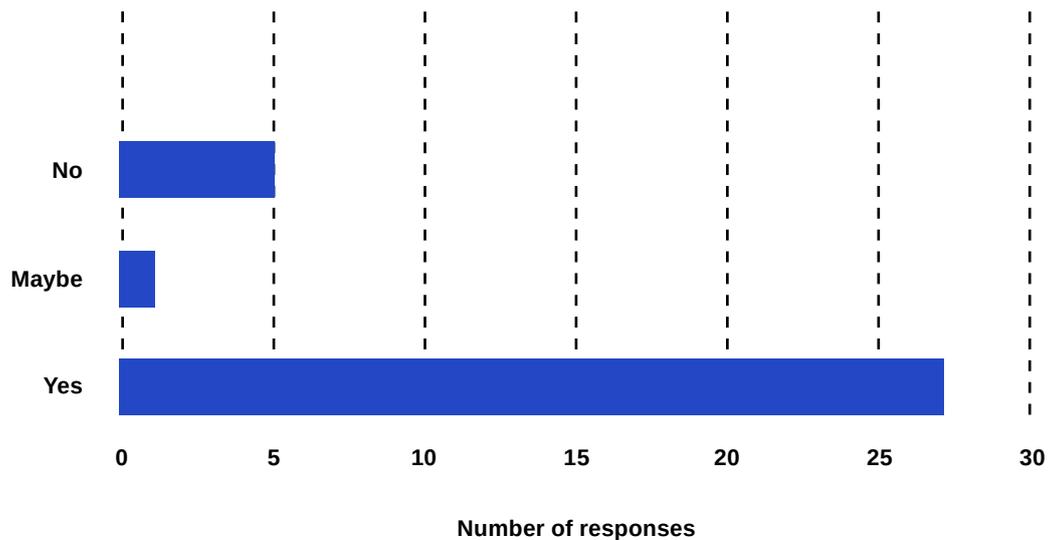
14. HAVE YOU EVER APPLIED FOR OR PARTICIPATED IN
A CLUSTER FUND PROJECT



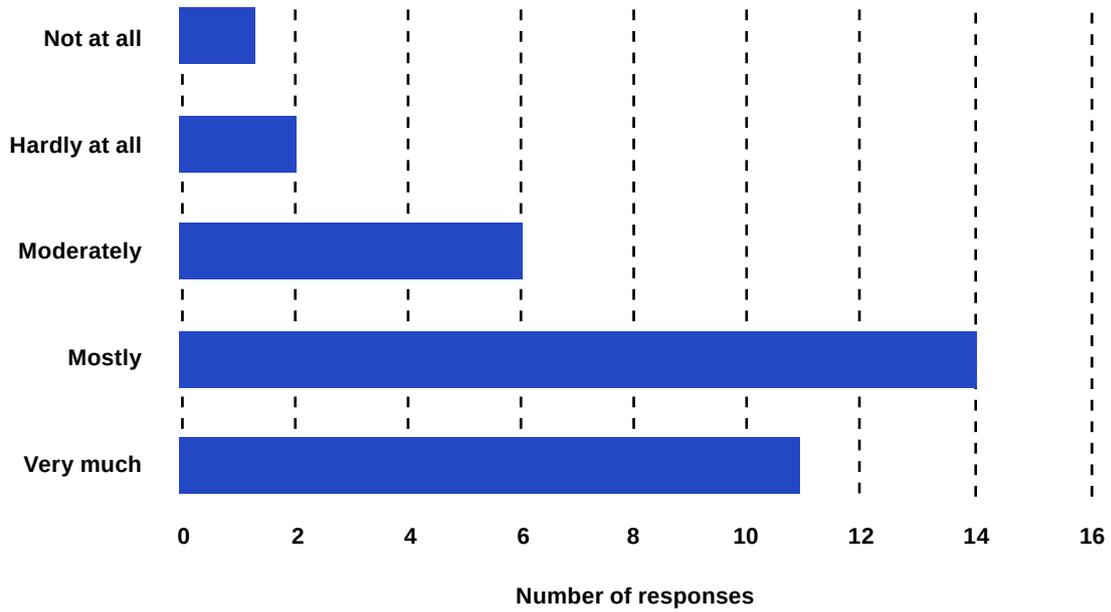
15. HAS THE APPLICATION FOR THE CLUSTER FUND/
THE CLUSTER FUND PROJECT ITSELF CONTRIBUTED TO
STRENGTHENING THE BROADER COOPERATION AMONGST
YOUR EUNIC CLUSTER MEMEBERS?



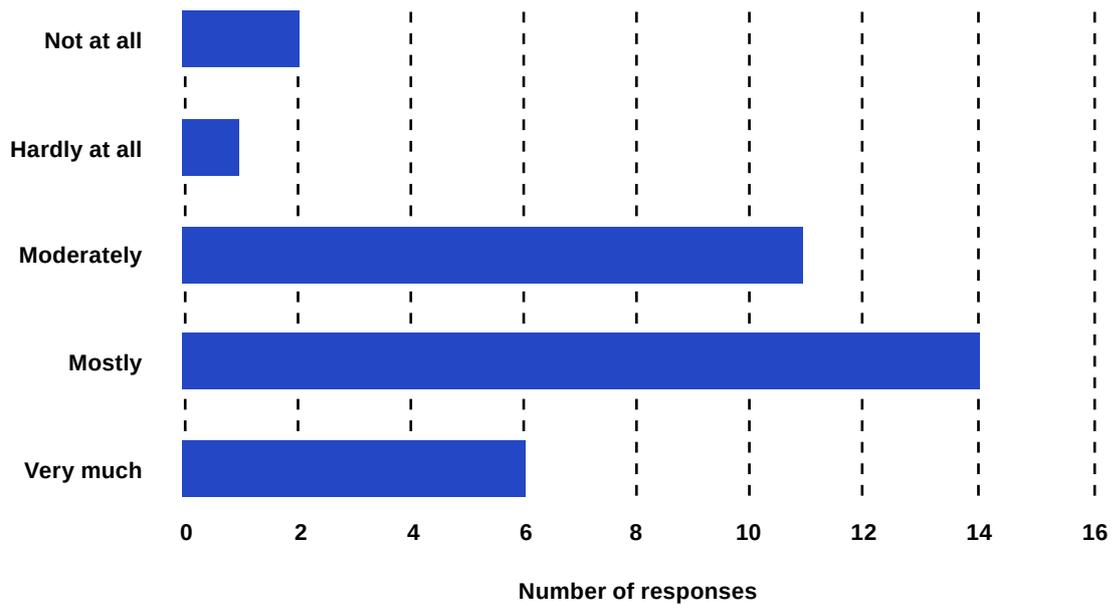
16. HAS THE APPLICATION FOR THE CLUSTER FUND/
THE CLUSTER FUND PROJECT ITSELF CONTRIBUTED TO
NEW PARTNERSHIPS WITH LOCAL STAKEHOLDERS?



17. DID THE LOCAL PROJECT PARTNERS SUCCEED IN ESTABLISHING CO-OWNERSHIP OF THE PROJECT?



18. COULD YOUR CLUSTER BUILD UPON THE LEARNINGS AND RESULTS OF THE APPLICATION PROCESS/ THE PROJECT TO STRENGTHEN THE CLUSTER MORE GENERALLY?



EUNIC – European Union National Institutes for Culture – is the European network of organisations engaging in cultural relations from all EU Member States and associate countries. Through culture, we strive to build trust and understanding between the people of Europe and the wider world. We work to make culture count in international relations.



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