



EUNIC Strategic Framework 2020–2024

Vision

Through culture, EUNIC strives to build trust and understanding between the people of Europe and the wider world. We work to make culture count in international relations.

Mission

EUNIC – European Union National Institutes for Culture – is the European network of organisations engaging in cultural relations. Together with our partners, we bring to life European cultural collaboration in more than 90 countries worldwide with a network of over 120 clusters, drawing on the broad experience of our members from all EU member states and associate countries.

EUNIC advocates a prominent role of culture in international relations and is a strategic partner of the EU, actively involved in the further definition of European cultural policy.

EUNIC is a platform for knowledge sharing and for capacity building amongst its members and partners.

Values

EUNIC's work is based on the **principles of cultural relations**. We aim to build fair partnerships by practising mutual listening and learning and engaging in dialogue, co-creation, and joint capacity building.

EUNIC's **understanding of culture** includes the arts, creative industries, development cooperation, digitalisation, education, gender, heritage, human rights, language and multilingualism, social inclusion, sports, sustainability, tourism, youth, and others.

Objective 1

EUNIC strengthens cultural relations by fostering cooperation between its members and local stakeholders worldwide.

- EUNIC **co-creates local strategies** with a bottom-up approach, involving local actors from civil society and the public sector, as well as European and international organisations. Strategies respond to local contexts and are based on the principles of cultural relations.
- Based on these strategies and together with its partners, EUNIC **co-creates and jointly implements activities**.
- EUNIC builds **strategic partnerships with EU Delegations** in partner countries in accordance with the Joint Guidelines¹.
- EUNIC contributes to the **implementation of relevant international agreements, such as the Sustainable Development Goals**,² and supports cultural diversity.

Markers for success: all clusters have co-created and updated strategies with all stakeholders including EU Delegations or European Commission Representations; the wider understanding of culture and cultural relations principles is reflected in all strategies and activities; an increased number of joint activities with EU Delegations are implemented; the SDGs are known in the network and are accounted for in an increased number of activities.

NOTES

- ¹ *The Joint Guidelines: EUNIC – EEAS – EC partnership advise colleagues working in EU Delegations and EUNIC clusters and members worldwide on how to design an effective working relationship. They were published in 2019, with a new edition planned for 2020. Find more info here: eunicglobal.eu/news/published-joint-guidelines-on-the-partnership-between-eunic-the-eeas-and-the-european-commission.*
- ² *The Sustainable Development Goals (SDGs) aim to achieve a better and more sustainable future for all, addressing global challenges. They were approved by the United Nations in 2015 with a view to achieve them by 2030. More information: un.org/sustainabledevelopment/sustainable-development-goals.*

- 3 *The Conclusions on an EU strategic approach to international cultural relations were approved in 2019 and propose a concrete framework for action requiring a well-coordinated, cross-sectorial and inclusive approach by the EU institutions and EU member states including the network of EUNIC. Find the full paper here: data.consilium.europa.eu/doc/document/ST-7749-2019-INIT/en/pdf.*
- 4 *The Administrative Arrangement was signed in 2017 and concludes a strategic partnership between EUNIC, the European External Action Service and the European Commission on cultural relations. Read more here: eunicglobal.eu/news/administrative-arrangement-signed-between-eunic-and-the-european-union*

Objective 2

EUNIC advocates a prominent role for culture in international relations and is a strategic partner of the EU in cultural relations.

- EUNIC builds and strengthens its **strategic relationships with stakeholders** on a European and national level, including the European Commission, the European External Action Service, and the European Parliament.
- EUNIC **develops, tests and implements new formats** of European cultural collaboration.
- EUNIC participates in **policy debates** on cultural relations on local and international levels, **engages in the further definition and refinement of European cultural policy** and develops **policy recommendations** for further advancement of the EU's cultural relations.
- EUNIC contributes to the implementation of the **EU strategy for international cultural relations**.
- EUNIC puts the **Council Conclusions on international cultural relations**³ into practice, adhering to a synergic approach by all actors.
- EUNIC supports **evidence-based research** on cultural relations.

Markers for success: strategic relationships are enhanced and new ones established; collaboration formats and models are identified and replicated; active participation in EU expert groups and policy consultations is ensured; continuous engagement with policy level is practiced; European 'Houses' of Culture continues as funding instrument; co-funded activities are increased; international cultural relations strategy is implemented; Administrative Arrangement⁴ is put into practice, e.g. a specific funding instrument is created; policy and practice recommendations are put forth; participation in research activities is ensured.

Objective 3

EUNIC enhances its capacity as a network to continue to be a reliable cooperation partner in cultural relations.

- EUNIC promotes and facilitates the work of its clusters through increased **financial support** and the sharing of good practices.
- EUNIC enhances **knowledge transfer**, cooperation between members and partners and thereby strengthens its function as a platform.
- EUNIC increases its offer in **professional mobility schemes**, workshops and other **capacity building activities**.
- EUNIC members enhance their **pooling of resources**, identifying and putting into practice common activities.
- EUNIC members **raise the engagement of their local branches** in clusters.
- EUNIC **expands its network** of clusters, supporting also transnational collaboration.
- EUNIC ensures its sustainability through **monitoring and evaluation** of its activities.
- EUNIC enhances its **communication** to deliver content offered in a clear and original way to members and partners.

Markers for success: increased number of: capacity building and knowledge sharing activities, staff reached through face-to-face or online activities, new clusters, members' branches active in clusters, transnational initiatives, projects supported by Cluster Fund and higher annual budget, job shadowing hosts and participants, common activities between members; identification of strategic and thematic priorities; implementation of and learning from monitoring and evaluation framework; raised visibility of European cultural relations activities; increased engagement through the communication channels offered; expanded social media presences.