EUNIC Toolkit for Fair Collaboration in Cultural Relations

Terms of Reference

Background

EUNIC – European Union National Institutes for Culture – is the European network of organisations engaging in cultural relations. Together with its partners, EUNIC brings to life European cultural collaboration in more than 90 countries worldwide with a network of over 120 clusters, drawing on the broad experience of its 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.

Cultural relations are understood as reciprocal transnational interactions between two or more cultures, encompassing a range of activities conducted by state and/or non-state actors within the space of culture and civil society. To assure mutually beneficial outcomes such as better understanding, greater connectivity and enhanced sustainable dialogue between people and cultures instead of one-sided processes often harming local structures or practices, relations based on fair international collaboration are crucial.

But what does fair collaboration mean? Besides hierarchical dynamics created through monetary flows for the realisation of projects, aspects of equal access to funding possibilities – often involving language or infrastructural and societal barriers – and the realisation of equal ownership of projects also need to be considered.

What does fair collaboration in cultural relations look like for EUNIC members working with local partner organisations worldwide? In order to give practical answers to this question, EUNIC is commissioning a **Toolkit for Fair Collaboration** that shall provide concrete ideas and instruments for working in the field of cultural relations with partners in local settings in a fair way.

The Toolkit for Fair Collaboration should be a practical and comprehensive guide for colleagues working globally in EUNIC members. It should start from mapping and reviewing existing research and projects undertaken by EUNIC members, other organisations or networks in the cultural and adjacent sectors, such as development cooperation, in order to find synergies. It should examine how successful fair collaboration can be defined internationally when working in line with the principles of cultural relations, which aim to build fair partnerships by practising mutual listening and learning and engaging in dialogue, co-creation, and joint capacity building. Those principles, in line with the EU strategy for international cultural relations, form the basis of EUNIC's work. Indicators to define such a successful fair collaboration should be provided. The Toolkit should offer innovative and applicable ways of raising awareness of the topic and of engaging with the target audience to adapt existing practices of cultural relations towards fair collaboration.

Therefore, EUNIC is looking for a **team of authors** with international experience in the field of cultural relations. The authors should have good knowledge of the work of cultural institutes – including in the global South – as well as of EUNIC and its members.

Objectives of the Toolkit
1. **Raise awareness** among practitioners of cultural relations, namely within EUNIC's member organisations, of the importance of engaging fairly in cultural relations work.
2. **Offer concrete ideas, instruments, recommendations and indicators** ready for implementation in order to initiate a behavioural change of EUNIC members, resulting in the establishment of fair practice in cultural relations in different areas of EUNIC's work.

Target group
The Toolkit shall explicitly be dedicated to EUNIC members, especially:
- **Directors of institutes** and **senior managers/attachés** in EUNIC members' branches responsible for strategic decisions in their units;
- **Programme managers** and **project officers** in EUNIC members' branches responsible for organising cultural activities but also for administration, finances, etc.;
- EUNIC members' **senior staff in headquarters** responsible for providing the conditions under which cultural relations activities of their respective networks take place (including finance, HR, administration, etc.).

As the implementation of the instruments for fair collaboration presented in the Toolkit will concern all areas and departments of EUNIC members' organisations, the Toolkit should target all of these different staff. The Toolkit can also be relevant for other cultural institutions based in Europe working internationally, such as theatres and museums. These should be kept in mind as a secondary target group.

Proposed thematic range and methodology
The Toolkit should be **practical, concise, easy to understand**, and a **visually pleasing instrument to be used by EUNIC members worldwide.** Rather than being an abstract document, it should give practical examples and recommendations, instruments and indicators. Based on a background paper that should be easily transformable into other formats, the final deliverable should include a practical Toolkit and other formats to distribute the results. The shape of those deliverables can be freely decided by the authors. For example, the Toolkit could include various **easily accessible, playful media** such as well-designed handouts, illustrations, animations or graphic novels, and could be accompanied by **video teasers and/or tutorials**. While the final design can be done by a professional, the authors should consider the visual outcome and practical use of the Toolkit during the creation process.

Proposed thematic range
The Toolkit shall be divided into a number of main areas which will be identified by the authors in agreement with EUNIC. **Main areas** could cover, but are not limited to, the following topics: equal partnerships (ownership, implementation), fair remuneration, fair representation/inclusivity, language, mobility (travel opportunities, benefits), environmental sustainability, financial sustainability, project impact on local context and communities, and sustainability of the created network. Potential challenges in the practical implementation of the recommendations for EUNIC members shall also be addressed.

Proposed methodology
Overall, the approach to creating the Toolkit for Fair Collaboration should be **as inclusive as possible**, receiving input and feedback from a large number of stakeholders with a variety of experience and geographical scope, putting a special focus on the global South perspective.

The Toolkit should start with a desk research of existing research, projects and case studies and include interviews with relevant stakeholders. To ensure that all areas relevant to the topic – such as the ones suggested above – are covered, as many colleagues and partners of EUNIC as possible should be invited to actively contribute to the final document, as they see EUNIC's work in practice every day and therefore have valuable feedback on EUNIC's ways of working and how to improve them.

Accordingly, **online roundtable meetings** should be organised to bring in practitioners and partners of EUNIC's work from across the globe to implement a **bottom-up approach, basing the Toolkit on actual needs on the ground** and testing the ideas of the Toolkit. A draft paper to be discussed should be presented during these roundtables. Roundtables could be organised thematically or geographically and should ideally be organised as early as of May 2021.

Guiding questions
Below are some examples of questions that could guide the creation of the Toolkit. More detailed steering questions on the topics mentioned can be discussed at a later stage.

- What does fair collaboration mean for EUNIC members worldwide?
- Why is fair collaboration needed, what are risks of current practices of cultural relations?
- What does fair practice in international cultural collaboration look like for EUNIC members?
- What are good practices? Are they adaptable to different local contexts?
- How can EUNIC members research their own position in relation to the topic?
- How can equal partnerships and equal ownership be ensured in international collaboration?
- How can unequal relationships between partners be addressed and spoken openly about before collaboration?
- How can local partners and audiences be consulted?
- What indicators can define a successful fair collaboration according to the principles of cultural relations as defined in the EU strategy for international cultural relations?

Tasks for the authors team
- Define an inclusive, bottom-up process for the creation of the Toolkit.
- Compile relevant information through desk research including mapping of existing research and projects, interviews and case studies. The paper should include a definition of fair collaboration relevant for the target audience, highlight the importance of fair collaboration practice, and give concrete examples of how to implement such practice in the daily work of EUNIC members globally.
- Organise inclusive events related to the authoring of the Toolkit, such as roundtables and workshops with stakeholders worldwide. Special focus should be on perspectives from the global South.
- Author the Toolkit, consisting of a paper based on the research and practical, visually pleasing and easily applicable tools. A dissemination plan should be included.

Timeframe
The deliverables should be submitted by October 2021. The detailed timeframe is flexible.

Application proposal submission
Authors should apply as a team. The successful candidates will be selected according to their profile, the quality of their proposal and the financial offer they have made.

- Experience and knowledge of the authors: CVs of the proposed authors will be examined with a special focus on their experience with cultural relations in general and in an international context, especially in the global South, as well as with both EUNIC and its members.
- Proposed approach and method for the Toolkit: Applicants should specify the following:
  - How will you ensure an inclusive approach in the conceptualisation of the Toolkit, allowing the exchange with members and partners worldwide and incorporating their input?
  - How do you imagine the Toolkit, what practical tools will it provide?
  - How will you disseminate it, what visual and medial tools will it use?
  - How can it be used by EUNIC members and have impact in the medium and long term?
- Proposed budget: Give details of full costs, including a break-down of costs per phase/deliverable, the hourly rates and anticipated number of hours involved in conducting the project. Deliverables should include a paper, inclusive roundtables to gather input from stakeholders worldwide, and practical tools to be used by EUNIC members including the Toolkit.
- Mention any potential risks and mitigations to the authoring process due to Covid-19.
- Explain how you would work with the project team at EUNIC.

Deadline for proposals is Sunday **28 March 2021, 12:00 pm CEST.**
Selected candidates will be invited for an interview during the week starting on 29 March 2021.
Please email your proposals to: research@eunicglobal.eu.

Do not hesitate to contact us for clarification at any time at research@eunicglobal.eu.