

JOINT GUIDELINES

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EC / EEAS / EUNIC PARTNERSHIP

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Introduction

These guidelines are intended to provide a practical framework to strengthen and facilitate the partnership between the EU and EUNIC. They should advise colleagues working in EU Delegations, EUNIC clusters worldwide, the European Commission (EC), the European External Action Service (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.

In 2017, EUNIC, the Directorate-General for Education, Youth, Sport and Culture of the European Commission (DG EAC) and the European External Action Service signed an Administrative Arrangement to enhance cooperation in the field of the external cultural relations. Joint pilot activities have been delivered and a report on the current state of the partnership has been published in 2018 (see below). These guidelines are designed to bring this partnership to a more concrete level.

The partnership follows the principle of an eye-to-eye level relationship. Each of the partners brings in specific strengths: EUNIC brings the experience and expertise on cultural relations as various of its members have been working in host countries for many decades and have established trust relationships with large networks of partners working in culture and beyond; they also bring the human resources and know-how in the development and delivery of cultural projects to the partnership. EU Delegations bring their own networks, field experience and their role of facilitating cooperation among the various European actors; they have know-how in optimizing different actions by accessing various financial instruments and also bring experience particularly in the field of culture in development cooperation to the partnership.

In the framework of this partnership, the principles of complementarity and subsidiarity¹ should always be respected.

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“In areas in which the European Union does not have exclusive competence, the principle of subsidiarity seeks to safeguard the ability of the Member States to take decisions and action and authorises intervention by the Union when the objectives of an action cannot be sufficiently achieved by the Member States, but can be better achieved at Union level, ‘by reason of the scale and effects of the proposed action’.”
Source: europarl.europa.eu/factsheets/en/sheet/7/the-principle-of-subsidiarity

Main documents defining the partnership and the EU's international cultural relations

- ✓ [Council Resolution on the cultural dimension of sustainable development](#) (Nov. 2019)
- ✓ [Council Conclusions on international cultural relations](#) and shared Framework for Action for EU Member States, European Commission and External Action Service (April 2019)
- ✓ [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 (DG EAC), the European External Action Service, and EUNIC, with the aim to enhance collaboration between EUNIC and the EU (May 2017)
- ✓ [The Report on the partnership between EUNIC clusters and EU Delegations](#), including recommendations and 14 country briefs (July 2018)

Other documents related to culture in sustainable development and international cooperation are important reference materials, e.g. the 2019 Manifesto “Culture for the Future” prepared by cultural stakeholders, development policymakers and practitioners at the International Colloquium organised by the European Commission (DG DEVCO, since January 2021 DG INTPA) in cooperation with the other EU relevant services on 16-17 June, 2019.²

2
culture4future.eu

Defining the partnership

3

Council Conclusions of April 2019 (data.consilium.europa.eu/doc/document/ST-7749-2019-INIT/en/pdf)

1 Developing a shared strategic vision

Evidence shows that a shared strategic vision is the basis of every productive partnership between a EUNIC cluster and an EU Delegation. Furthermore, the Council has invited the Member States, the European Commission and the EEAS to “put particular effort into the implementation of common projects and joint actions in third countries based on a common strategic vision developed at local level by the Member States, their national cultural institutes, EUNIC, EU Delegations and local stakeholders”.³

Such a shared strategic vision should be based on the EU’s and EUNIC’s principle of working together and should be developed by consulting with local stakeholders, agreeing on a joint definition of an effective cultural relations approach, identifying common goals, and then subsequently translating them into a joint strategy. All this is done in synergy with EU Member States and in full respect of the principle of subsidiarity⁴ and of the Treaty on the Functioning of the European Union, according to which the EU’s competence in culture, both within the EU and outside it, is to support and complement Member States’ actions. This is particularly visible in the area of cultural relations, where a specific expertise lies within Member States.

5

Definition taken from “Preparatory Action: Culture in External Relations”, published by the European Union in 2014, p. 135: ec.europa.eu/assets/eac/culture/library/publications/global-cultural-citizenship_en.pdf

4

See footnote 1.

1.1 What defines a good cultural relations strategy?

A shared strategic vision is easier to achieve when there is a common understanding of culture and cultural relations. Cultural relations can be understood as an “umbrella expression referring to the fostering of understanding between countries and especially their peoples in the field of culture. Cultural relations seek to engage in dialogue with a much broader public than is the case with cultural diplomacy or public diplomacy”⁵.

The EU defined its vision of international cultural relations in the “Joint Communication”, as endorsed by the Member States in successive

Council Conclusions. Therefore, the shared strategic vision should be based on the principles mentioned therein:

- ✓ 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 (pooling resources)
- ✓ Broader definition of culture beyond arts (including education, creative industries, development cooperation, cultural heritage, tourism, sports, etc.)

1.2 Consult with local stakeholders to define and develop a joint cultural relations strategy

This strategy should be conceived in line with the principles of mutual listening and learning as well as co-creation and joint capacity building. This means to consult with local partners to learn about their priorities and plans, and to base the cultural relations strategy on these learnings. Depending on the local context, this collaboration should be as inclusive as possible and engage local actors and authorities in the field of culture. This will ensure broad local ownership of the activities and increase their impact. Local stakeholders include civil society organisations, public institutions and other actors based in partner countries.

Furthermore, cultural counsellors or cultural attachés of the diplomatic or consular missions of EU Member States should also be involved in creating a common strategy for the partner country in order to ensure a broad coordinated approach. Other relevant actors such as international organisations could be involved as well. The more actors agree on a shared vision, the more impact cultural relations work can have.

1.3 Identify common goals and priority actions

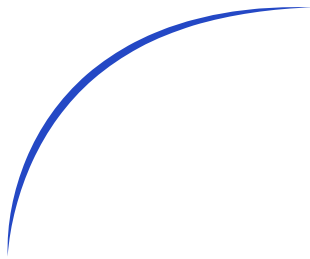
Based on the shared strategic vision informed by the principles outlined above (see 1.1) and on a joint approach to cultural relations, common objectives should be identified from which projects and activities are developed.

1.4 Continue supporting European cooperation on culture in headquarters

The Council has invited the Member States, the European Commission and the EEAS to further strengthen the role of culture in policies and programmes within the framework of external relations. In particular, paragraph 2.3 of the Council Conclusions of 8 April 2019 is asking to “designate ‘cultural focal points’ and ensure adequate capacities for culture in EU delegations”.

Therefore, in order to reflect the importance of the cultural dimension within the European international cooperation and partnership, and to strengthen it internally, EU international cultural relations should be mainstreamed in the various relevant programmes and activities and anchored internally in the organisational chart of each side, mentioning it in the relevant job descriptions.

Besides, Heads of Delegations and their Heads of Cooperation, as well as directors of the local EU MS Cultural Institutes or missions shall be



able to count on the support of their headquarters to better raise awareness of the importance of culture in external relations and partnerships with local counterparts. The cultural dimension could play a particularly important role to facilitate the EU international partnership in most of the relevant cooperation programmes, including - among others - environment and sustainable urban development, human rights, strengthening of civil society, peacebuilding and migration tackling, introduction of technological innovations and digital literacy.

2 Developing a joint cultural relations training framework

Currently, there is an incomplete awareness of the new strategic approach to EU international cultural relations in EU Delegations and EUNIC clusters. To improve knowledge of the approach and to subsequently put it into practice, both partners should bring this topic to as many existing fora as possible, and to work on a joint training programme, combining online and face-to-face workshops, for staff in EU Delegations and EUNIC clusters.

2.1 Use existing fora and training programmes and make them available to all parties

Specific training programmes offered on cultural relations with an emphasis on the practical aspects of EU and EUNIC collaboration will facilitate collaborative efforts. As a first step, existing programmes should be used fully, opening them to as many participants as possible. The following offers exist already and, where feasible, will be made available to colleagues of all parties involved:

- ✦ EUNIC webinars on different cultural relations topics
- ✦ Regional meetings for EU Delegation staff and cluster representatives
- ✦ EUNIC seminars in Brussels organised every other year
- ✦ Annual training seminars on the cultural dimension of international cooperation and development organised by DG INTPA

Furthermore, the topic should be included in possible conferences, meetings and trainings to continuously spread the message on this new approach, such as annual staff meetings and trainings for new staff. In training offerings of headquarters, a dedicated seminar on cultural relations could be included, while it would also be a good practice to include a session on cultural relations in existing seminars, inviting EUNIC colleagues from the Brussels office or from local clusters to join, or from EU institutions and EU Delegations, respectively. A joint approach to any training on the topic should be aimed for.

2.2 Develop a joint training programme

In the long term, a more in-depth and targeted leadership training programme on cultural relations for staff should be developed. Training should include topics such as cultural relations policy and practices, with a focus on the implementation of the new strategic approach to EU international cultural relations, the impact of the cultural dimension on the

sustainable development agenda and the practical aspects of EU-EUNIC collaboration in international cultural relations based on the content of these Joint Guidelines. This training should target EU Delegations' staff (Heads of Delegation, Heads of Cooperation, cultural focal points and others) and EUNIC cluster presidents and representatives. Both EU Delegations and EUNIC, with the support of EU services at headquarters, will explore ways to mobilise existing tools or programmes to support such trainings.

EUNIC, the EEAS and the European Commission (DG INTPA and DG NEAR) have already piloted such seminars with their Joint Sessions during their respective seminars and will continue to improve the concept and delivery (cf. 3.4).

3 Professionalising the partnership

3.1 Internally anchor coordination of the partnership in EU Delegations and clusters

Appoint “cultural focal points” and initiate training in cultural relations in EU Delegations

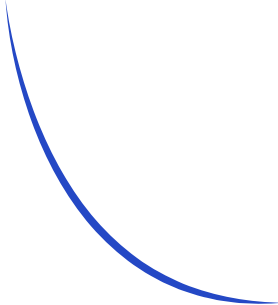
EU Delegations have been tasked to appoint cultural focal points in the past and this request has been renewed in the Council Conclusions of April 2019 (see footnote 3). These colleagues are to be understood as “entry points” to EU Delegations and are, among others, tasked to enhance cooperation with EUNIC clusters. However, depending on the department chosen for the implementation of joint work (cultural diplomacy, communication, project design or project implementation), the focal point shall share engagement with EUNIC with other EU Delegation staff, ranging from Heads of Cooperation to colleagues in the political section, to team leaders or project officers. Focal points should share information within the rest of the Delegation, discuss cultural relations activities in internal team meetings to assure broad internal ownership, and reach out to adequate colleagues to take charge of specific tasks. Focal points should receive appropriate training in cultural relations.

Establish permanent coordinators within EUNIC clusters

Each EUNIC cluster has a President, often rotating among directors or senior staff of full members. Some clusters work more effectively when they additionally create the role of a dedicated coordinator. Not only does this allow for professionalisation of the cluster, but it also facilitates the involvement of the different members regardless of capacity. The cluster coordinator can be financed through membership fees, assuring that the role is a permanent one. Membership fees can either be set as the same for every cluster member, or as a scaled model similar to the one EUNIC is using for membership fees at headquarters' level. Another possibility is to include the role of a “partnership coordinator” in a project realised jointly by the cluster and the EU Delegation. A list of clusters having created a coordinating role along the two currently practiced possibilities can be found in Annex IV.

Cluster leadership training is already provided to representatives of EUNIC clusters by the EUNIC office through regional seminars and webinars; this practice will be continued and if possible expanded.

3.2 Establish regular meetings between EU Delegations and EUNIC clusters and enable knowledge sharing



Experience shows that knowledge sharing between EU Delegations, EUNIC clusters and EUNIC members is one of the most effective and efficient means to develop the partnership. Regular meetings are therefore vital to the success of the partnership. They serve the aim of developing a common understanding of cultural relations, working towards common goals, and keeping each other informed on the delivery of joint projects. The cultural focal point in the EU Delegation should be the principal interlocutor for the cluster and invited to attend cluster meetings. These meetings with cultural focal points do not affect the regular rhythm and nature of EUNIC cluster meetings. It is also a good practice for the EU Delegation to include cultural cooperation on the agenda of regular meetings of the Heads of Mission of Member States and of their cultural attachés, especially in those countries where there are no EUNIC clusters, in order to embrace a joint approach. Examples of good practices coming from local clusters and EU Delegations shall be shared with the others. Often EU Delegations can offer a “European ground” to organise meetings and some specific activities –if their infrastructure allows for this– particularly when local counterparts are invited.

3.3 Sign an agreement between EU Delegation and EUNIC cluster

It can be helpful to sign a Memorandum of Understanding (MoU) or a more general agreement to ensure both the EUNIC cluster’s and the EU Delegation’s continuous commitment to the partnership. This document can refer to the Joint Communication “Towards an EU strategy for international cultural relations” as a policy framework guiding the joint work, and to the “Administrative Arrangement” as strategic framework of the partnership. Major action points to be undertaken in the partner country can also be outlined here. The agreement could further define the objectives and roles foreseen in the relationship between clusters and EU Delegations and their relationship with local stakeholders. The joint strategic vision – as described in Chapter 1– could also become part of this written agreement. Examples of this, when existing, shall also be shared.

3.4 Institutionalise joint working sessions during regional seminars

Joint working sessions organised and attended both by staff from EU Delegations and EUNIC clusters were organised for the first time during regional meetings in 2018, in Skopje and Bogotá, and continued in 2019 in Asmara, Accra and Conakry. These meetings have helped promote and facilitate cooperation between the two parties. There is still room for improvement in both parties’ understanding of cultural relations and in discussing best practices. These meetings can provide the common ground to advance on these issues. Joint working sessions should be continued and improved (cf. 2.2).

3.5 Give access to a platform for EU Delegations and clusters to share information and best practices

Access to a platform should be offered to provide colleagues with basic knowledge about the EU-EUNIC partnership –such as these Joint Guidelines– as well as with useful material such as templates and examples of contracts and agreements between EU Delegations and EUNIC clusters. EUNIC, the EEAS and the European Commission are currently exploring possibilities to use existing platforms for this purpose.

CultureXchange.eu is a networking electronic platform launched by the European Commission (DG INTPA) in the margins of the International Colloquium “Culture for the Future”, held in Brussels on 16-17 June 2019. The platform aims to connect cultural professionals from Europe and partner countries, and to promote professional match-making, co-creation, joint projects, and peer-to-peer feedback.

4 Designing and implementing projects together

Joint projects under this partnership bring added value through the following:

- ✓ Increased trust and positive perception of EU cooperation with clusters having long-standing trust relationships with partners from civil society and other sectors of the host country
- ✓ Stronger impact and quality, thanks to the development of a joint approach, the use of complementary expertise and the pooling of resources
- ✓ Tailored solutions to local requests and needs, allowing to engage in a more meaningful way with new and more local actors and possible beneficiaries
- ✓ More comprehensive European approach as the EU Delegations, diplomatic representations and the EUNIC network bring together all EU Member States

4.1 Governance of the partnership: clearly define roles and responsibilities

In the case of projects or activities going beyond one-off partnerships and implying the signature of an agreement or contract with an EU Delegation, appropriate cluster governance and effective communication become crucial for the success of these projects. This is particularly true with the current financing options, where one cluster member takes the lead and becomes the signatory and is therefore legally and financially responsible for the delivery of the agreement in the name of all participating cluster members. Nonetheless, according to the rationale of the EU-EUNIC partnership as described in this document, even when a EUNIC member is de facto leading a project, the activities realised under the contract are still labelled as EUNIC or European projects.

Currently good governance of such projects is assured in two ways: by a clear definition of roles as part of a legally binding contract or partnership agreement with the EU Delegation and subsequent agreement by the EUNIC lead organisation with other implementing partners, or by the signing of an arrangement or Memorandum of Understanding prior to project implementation between EUNIC cluster members. Examples of these possibilities can be found in Annex III.

The project description (which is included in any EU contract as an annex) itself could specify roles and responsibilities of cluster members involved, including handed-down financial responsibilities. If one EUNIC member signs the contract with the EU Delegation, all the other cluster's member(s) tasked with the implementation of the project would then sign **a partnership agreement** with that lead organisation. This will help to deliver the project smoothly over its runtime, assure continuation of the project despite turnover of staff in EUNIC clusters, and will hold all

members accountable while avoiding the additional work of signing an MoU between EUNIC members. A service contract can also be signed with more than one organisation, however, there is no experience with this possibility within the framework of this partnership and it could cause unnecessary additional administrative burden to the EU Delegation.

An agreement or **Memorandum of Understanding signed between EUNIC cluster members** would define the roles and responsibilities of these cluster members specifically for the implementation of an EU-funded project. It would be elaborated before and during the signing of the actual contract with the EU, in order to mitigate the risk posed by the regular turnover of staff in EUNIC clusters and to ensure adequate understanding of the duties and responsibilities of each cluster member. EUNIC members might require a legal check of such a document before signing it through their headquarters.

The consortium lead regularly informs the other EUNIC members about the progress of the project in order to be as inclusive as possible.

4.2 Allow for the principle of variable geometry and ensure the European dimension

The principle of “variable geometry” should underpin the partnership. This means that not all stakeholders or cluster members are expected to participate in all projects and programmes but that they can support those which fit their own strategic priorities and match with their capacity to deliver. As a result, stakeholders are not required nor expected to participate in all meetings.

In the same logic, when activities in the EU are foreseen as part of projects –particularly country visits, residencies, and other types of mobility-based formats– the EUNIC office could function as a link to facilitate the involvement of those EUNIC members without presence in the respective country by acting as an intermediary, to ensure European added value.

4.3 Allow for variable co-financing models

Different models of co-funding are being used in the EU-EUNIC partnership. Evidence suggests that the most vital contribution by clusters is not financial but relies upon their strong local expertise and trust relations to local stakeholders. This should be taken into account when considering the EUNIC clusters' contribution to the partnership.

4.4 Enable a clear vision for financing models of the partnership

Four financing models are currently being used to fund joint projects and actions: Contribution Agreement, grant, service contract, and sharing of invoices. All of them have advantages and disadvantages, none fits perfectly all purposes. Examples can be found in Annex II.

All models (except the sharing of invoices, a concrete solution for specific punctual activity) can potentially be used for projects of different scales and scopes, ranging from year-long to multi-annual, with modest or extensive budgets. So far, however, within the EU-EUNIC partnership framework, Contribution Agreements (former PAGO DA) and grants have been used for projects that aim to support the cultural sector of the partner country through sub-granting and technical assistance or to influence its cultural policies. Service contracts tend to be used in cases where activities are event-based and laid out in a smaller scale over the course of one to three years.

The “Procedures and practical guide (PRAG)” must be used as a reference when designing a contract.⁶

Contribution Agreement

(PACA, former Pillar Assessed Grant Agreement PAGO DA)

Contribution Agreements can only be signed by organisations that have been thoroughly assessed by the European Commission and received the status that allows them to manage EU-funds on its behalf. At present, the following EUNIC members are entitled with this assessment⁷: AECID and Instituto Camões. The Goethe-Institut's application is at present under assessment of the European Commission; it might receive the status in the near future. Contribution Agreements are jointly designed with the EU Delegation and therefore most clearly reflect the idea of a partnership.

Grant agreement

Grants are generally awarded in response to a call for proposals defined by the EU Delegation, often following a competitive procedure. This procedure is usually open, but can also be restricted if duly justified, e.g. in case of de facto monopoly. Grant agreements can be signed by any EUNIC member with an adequate legal and financial status. Grants allow more freedom than service contracts in the definition of actions, but less than Contribution Agreements.

Service contract

In service contracts, the EU Delegation defines the terms of reference (ToR) and outputs while the cluster becomes a service provider. Service contracts may be awarded directly or through a competitive procedure. They need to be signed by one or several EUNIC members with an adequate legal and financial status. Also, it requires slightly fewer management resources.

Sharing of invoices

This concrete solution is based on an informal arrangement between the EU Delegation and the cluster, which defines what type of expenses related to a joint project each side will be covering directly where the cost occurs. No contract or written agreement is usually signed.

The table in Annex II shows in detail the strengths and challenges of each of these models as well as in which cases they are suitable. The table is based on examples used in EU-EUNIC partnerships; it does not reflect a general assessment of these different types of legal agreements.

4.5 Communication of joint activities and use of logos

Communicating joint activities and success stories with a focus on good practice will give a stronger value to EU cultural relations in general and improve the reputation of the EU and its partners in cultural cooperation. Therefore, all sides should endeavour to improve their communication strategies to the general public, to the media, and to internal stakeholders – always tailored, of course, to local needs and practice.

The following measures are relevant in joint project communication:

- ✦ Inform and update headquarters (in-house press offices or communication teams at both EU and EUNIC members' level) and the EUNIC office about the development of projects and milestones
- ✦ Use other formats of direct communication between EUNIC clusters, EU Delegations and headquarters such as videoconferences
- ✦ Ensure solid documentation of activities, and make publications available to headquarters (both EU and EUNIC members), as well as to the EUNIC office

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*The British
Council's future
membership in EUNIC
is being discussed by the
EUNIC General Assembly.
Updates will be available on
eunic.eu*

- ✦ Ensure adequate online (website and/or social media) and, if relevant, print documentation
- ✦ Ensure professional visual documentation (photography, videography)
- ✦ Create a press review
- ✦ Invite key staff from headquarters (both EU and EUNIC members) to openings and other key public events

In order to ensure the visibility of all actors engaged in joint activities, it is recommended to agree on how to proceed with logos. In some projects, the EU and the EUNIC logos have been used most prominently –together with logos of local partners where relevant– followed by all logos of EUNIC members involved. This has generally satisfied all partners and is therefore recommended. An explanatory paragraph on the partnership between the EU and EUNIC should also be included in communication materials such as websites and printed brochures.

The following paragraph is suggested:

[Title of project] is a joint project by the EU Delegation in [name of country] and the EUNIC cluster in [name of city/country] and [list of all involved EUNIC members and other partners]. EUNIC –European Union National Institutes for Culture– is Europe’s network of national cultural institutes and organisations, with 36 members from all 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 different option could be: *The project is led by member A and implemented in partnership with member/organisation B, member/organisation C, ...*

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

5 Defining a monitoring and evaluations approach

It is important to install a monitoring and evaluation scheme for joint projects developed under the partnership. There are two types of evaluation:

- ✦ Project evaluation (evaluation of outputs) and
- ✦ Evaluation of impact of cultural relations (evaluation of outcomes).

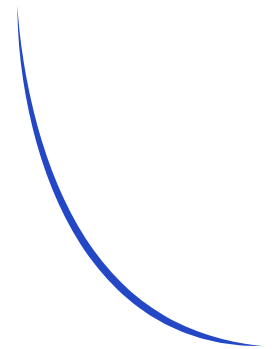
Monitoring and evaluation should be part of joint projects from the beginning, dedicating adequate financial and human resources to this topic. It is recommended to use the expertise of EU institutions and EUNIC members when defining the approach to evaluation in projects.

- ✦ EU institutions: EC services have different indicator frameworks which include both output and outcome indicators to evaluate EU-funded activities.
- ✦ EUNIC members: EUNIC is developing a set of tools and good practice for the monitoring and evaluation of both projects and the long-term impact of cultural relations. The toolkit not only looks at the implementation of concrete projects, but also at

*
The order how the project partners are mentioned (EU Delegation, EUNIC cluster, cluster members, project partners) may differ according to the project.

evaluating partnership processes and the approach to cultural relations' principles. The toolkit will include a Monitoring and Evaluation planning template, methodologies, key performance indicators and output/outcome measurements and is piloted with the projects implemented within European Spaces of Culture. At local level, the toolkit will be adapted based on the local context and needs. After the pilot phase, the revised toolkit will be made available to the EUNIC network and other interested parties in 2021, accompanied by trainings (e.g. through webinars).

Evidence and data collection can be beneficial to assess the impact and communicate the results of joint activities.



Roles and responsibilities

Support and advice from headquarters both at EUNIC members' and EEAS' and EC's level increases the efficiency and effectiveness of the partnership. At present no mechanism or structure is in place neither on EUNIC's nor on the EEAS' and the EC's side to mainstream and ensure engagement, other than encouragement from headquarters.

Precisely for this reason, the role of headquarters in supporting the partnership and providing guidance is paramount to raise awareness of the added value of working together and facilitate a clearer and deeper understanding of the "Joint Communication: Towards an EU strategy for international cultural relations" and the approach it advocates. It also allows for models, tools, and good practices to be shared across the networks of EUNIC clusters and EU Delegations.

Role of both sides' headquarters in the partnership

- ✘ Mainstream EU international cultural relations and cooperation in all possible frameworks and include these two aspects in job descriptions and staff trainings
- ✘ Strengthen the role and capacity of EUNIC members' focal points to share information on EUNIC within the network
- ✘ Strengthen the role and capacity of officials working on culture in EEAS and EC and cultural focal points in EU Delegations
- ✘ Strengthen communications on the EU-EUNIC partnership
- ✘ Strengthen communication with Member States' ministries
- ✘ Share these guidelines effectively within respective networks

- Use annual management meetings to include sessions on EU-EUNIC cooperation
- Establish sessions on EU-EUNIC partnership and cultural relations in relevant trainings, for instance for new employees

Role of clusters in the partnership

- Invest resources to deliver the partnership
- Organise regular meetings together with cultural focal point of EU Delegation
- Provide expertise on cultural relations to the partnership
- Lead on project implementation, its communication and evaluation
- Participate in training opportunities on cultural relations and European collaboration
- Liaise with public institutions and local authorities as well as other partners from the independent sector and civil society, where possible and feasible

Role of EU Delegations in the partnership

- Design a working model in which culture is dealt with along the hierarchical chain (from Head of Delegation to a devoted programme manager)
- Invest human and financial resources to deliver the partnership
- Participate in meetings together with the cluster regularly to discuss common projects
- Liaise with the diplomatic or consular representations of EU Member States, share and exchange information on cultural relations activities, facilitate information sharing and collaborations with the EUNIC clusters
- Invite the EUNIC cluster president when organising regular meetings of the EU Member States cultural counsellors
- Liaise with governmental institutions working on culture in the host country
- Contribute to the design, communication and evaluation of projects
- Ensure circulation of the information within EU Delegation staff (Political and Information, Cooperation, Head of Mission) on culture cooperation and the partnership implementation
- Propose contracting models, be informed about and convey relevant information from headquarters to the partnership, e.g. about financing models
- Participate in existing training opportunities on EU international cultural relations



Annexes

I EU and EUNIC: Understanding each other

Competences in culture: EU and Member States

The EU's competence in culture, both within the EU and outside it, is to support and complement Member States' actions, while Member States have competence in culture and external relations (cf. Art. 6 and 167 of the Treaty on the Functioning of the European Union (TFEU)). The EU acts to promote international cultural relations when it can be more effective than action taken at national, regional or local level. The "Joint Communication" summarises the different roles as follows:

According to Article 6 of the Treaty on the Functioning of the European Union (TFEU), in the area of culture the Union shall have competence to carry out actions to support, coordinate or supplement the actions of the Member States. Article 167 (3) TFEU states that the Union and the Member States shall foster cooperation with third countries and the competent international organisations in the sphere of culture. Furthermore, according to Article 167 (4) TFEU, the Union shall take cultural aspects into account in its action under other provisions of the Treaties. In development cooperation, the EU and its Member States complement and reinforce each other (Article 208 TFEU). In full respect for the principle of subsidiarity, the EU acts to promote international cultural relations when it can be more effective than action taken at national, regional or local level.

EU Delegations and EUNIC What is EUNIC, and how does it operate?

EUNIC –European Union National Institutes for Culture– is Europe's network of national cultural institutes, with 36 members from all EU member states. The EUNIC network was established in 2006 as an international non-profit association under Belgian law, a so-called AISBL. Its statutes

define full members as organisations based in EU Member States that are engaged in cultural and related activities beyond their national borders.

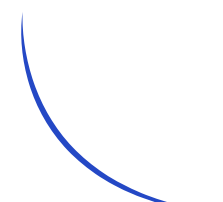
EUNIC unites both cultural institutes that operate at arm's length to national governments and national bodies and ministries.

EUNIC members work in the arts, languages, youth, education, science, society, intercultural dialogue and development. They offer extensive expertise in cultural relations through long-established branches in host countries. Often EUNIC members have continued to pursue their activities even during hardships and conflicts which resulted in longstanding, trust-based relationships with local communities and actors. EUNIC members have gathered extensive knowledge of local cultural scenes.

A number of EUNIC members also have highly specialized head offices which constantly explore the cultural scenes of their countries, in order to create relevant links to cultural operators and connect artists and experts with their counterparts in the rest of the world.

At a local level, EUNIC members formally join together in currently 125 collaboration platforms, the so-called clusters, –in cities, regions, and countries– to collaborate in common projects and programmes and to promote the role of culture in the EU's internal and external relations. At least three branches of member organisations need to be present in one city or country in order to request an official EUNIC mandate by EUNIC's General Assembly which meets twice a year in June and December. One representative of each cluster, the president, acts as spokesperson of the cluster. The role of the president usually rotates among cluster members on a yearly basis. As some members of EUNIC do not have global networks, they sometimes mandate the cultural attaché of their diplomatic or consular representations to act on their behalf.

The EUNIC network has three major representative bodies: The General Assembly where heads of all members convene twice a year to make strategic decisions, the Board of Directors of four ordinary members, one vice-president and one president, convening four times a year and taking executive decisions, and its secretariat, the EUNIC office. This office is located in Brussels, and it supports members in the delivery of collaborative work worldwide and manages the operational aspects of the network. EUNIC cluster representatives can reach out to the EUNIC office or to their own organisation's headquarters about questions relating to the network, to cluster governance, joint projects as well as anything else pertaining European cultural relations. EUNIC currently launches the Cluster Fund Call for Proposals in the fall of each year.



Full EUNIC members

Austria

Österreich Institut GmbH
Federal Ministry for European and
International Affairs

Belgium

Wallonie-Bruxelles International
Flanders Department of Foreign
Affairs

Bulgaria

Ministry of Culture

Croatia

Foundation Croatia House

Cyprus

Ministry of Education and Culture

Czech Republic

Czech Centres

Denmark

Danish Cultural Institute

Estonia

Estonian Institute

Finland

Finnish Cultural and Academic
Institutes

France

Fondation des Alliances Françaises
Ministry for Europe and
Foreign Affairs
Institut français

Germany

Goethe-Institut
ifa – Institut für
Auslandsbeziehungen

Greece

Ministry of Foreign Affairs
Hellenic Foundation for Culture

Hungary

Ministry of Foreign Affairs and
Trade

Ireland:

Culture Ireland

Italy

Società Dante Alighieri
Ministry of Foreign Affairs and
International Cooperation

Latvia

Latvian Institute

Lithuania

Lithuanian Culture Institute

Luxembourg

Ministry of Foreign and European
Affairs

Malta

Arts Council Malta

Netherlands

DutchCulture

Poland

Ministry of Foreign Affairs

Portugal

Camões, I.P.

Romania

Romanian Cultural Institute

Slovakia

Ministry of Foreign Affairs

Slovenia

Ministry of Foreign Affairs

Spain

Instituto Cervantes
AECID – Spanish Agency for
International Development
Cooperation

Sweden

Swedish Institute

United Kingdom

British Council: see footnotes 7 and 8

8

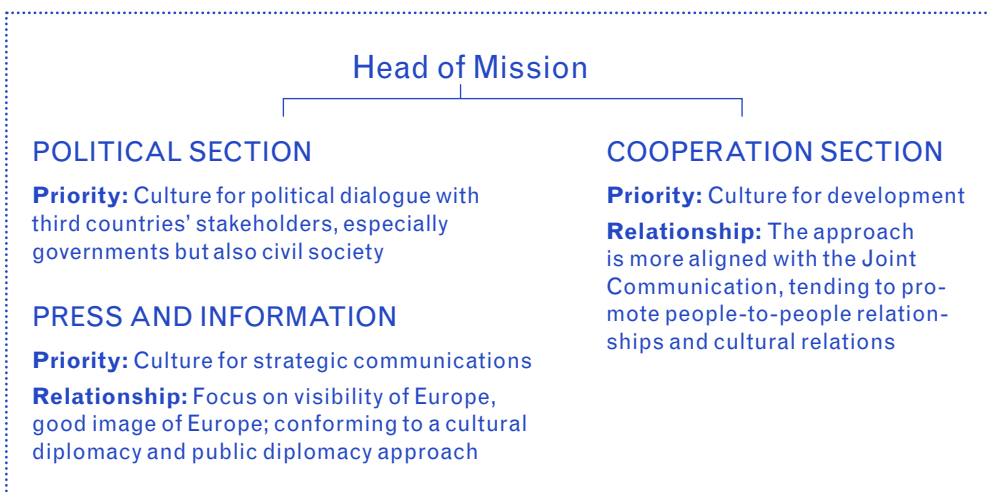
*Further discussions
about British Council's membership
status in EUNIC in light of the UK's exit
of the European Union are taking place
within the EUNIC General Assembly.
Updates will be available
on eunic.eu*

What are EU Delegations, and how do they operate?

EU Delegations are the European Union's service active abroad, outside the EU. In the organisational structure of the EU they are tied to the European External Action Service (EEAS), headed by the High Representative and Vice-President of the Commission. EU Delegations also have direct links to some of the European Commission's Directorate-Generals (DG). The most important partners for EU cooperation on cultural relations currently are INTPA (International Partnerships, until December 2020 this DG was called DEVCO - International Cooperation and Development) and NEAR (European Neighbourhood Policy and Enlargement Negotiations). The FPI (Foreign Policy Instrument) is a service of the European Commission tasked with certain activities in cultural relations, most often via service contracts, such as the Cultural Diplomacy Platform and the support to EU Film Festivals. DG EAC (Education, Youth, Sport and Culture) supports the professionalisation of EUNIC through the Creative Europe programme.

EU Delegations are composed of the Head of Mission, the political section which includes a press unit, and the cooperation section (in addition to the Finance and Contract Section and the Administrative Section). The way these sections deal with culture is set up as displayed in the image here below.

EU Delegations have comprehensive networks of partners, including public authorities, organisations from the private sector, local actors of cultural cooperation. Their role is to facilitate the cooperation and information sharing among the various European actors in the partner country. EU Delegations have know-how in optimizing different actions, projects, and programmes and can access various financial instruments –bilateral, regional, or thematic– to increase the impact of actions or projects. They have a strong reputation and extensive knowledge in the preparation, programming and implementation of projects, particularly in the field of culture and development.



II Detailed overview over currently used financing models

	Contribution Agreement (PACA, former Pillar Assessed Grant Agreement PAGO DA)	Grants (competitive/non-competitive)	Service contracts	Sharing of invoices
Main strong points	<ul style="list-style-type: none"> Jointly designed between EU Delegation and cluster: equal partnership No competitive procedure Allows support to third parties (sub-granting) Projects can be adapted during implementation Co-financing expected Allows to sub-contract/ delegate the implementation of actions to cluster members Easy financial handling for EU Delegation; signatory is responsible for financial management 	<ul style="list-style-type: none"> Projects can be adapted during implementation to a certain extent Allows support to third parties (sub-granting) Can be awarded via competition procedure or directly to one beneficiary; in the latter case co-creation with EU Delegation is possible Allows to sub-contract/ delegate the implementation of actions to cluster members 	<ul style="list-style-type: none"> Requires fewer management resources on signatory's side Type of reports negotiable (e.g. only activity reports) Can be awarded both via competition procedure or directly to one beneficiary; in the latter case co-creation with EU Delegation is possible Certain flexibility in the implementation Delegation of implementation of actions by signatory to other cluster members is possible 	<ul style="list-style-type: none"> Easy, fast way to share costs Joint decision on what is financed by Delegation and cluster members
Challenges	<ul style="list-style-type: none"> Only AECID and Camões, I.P. (see notes 7 and 8 regarding the British Council), are currently eligible; Goethe-Institut might be in the near future So far mostly used with EUNIC in countries where DG NEAR or DG INTPA are active One cluster member is signatory so good governance structure needed to involve other interested EUNIC members 	<ul style="list-style-type: none"> Real partnership only achieved when terms are discussed together Co-financing generally requested So far mostly used in countries where DG NEAR or DG INTPA are active Can be signed either with the leader of a consortium or with all the members. Of course, the first option is preferable and in this case, a good governance structure needed to involve other interested EUNIC members 	<ul style="list-style-type: none"> Usually no support to third parties/sub-granting possible (except sub-contracting for specific tasks) Less flexibility to adapt project during its runtime; except in case of fee-based contract Cluster becomes a service provider; challenge to remain in the partnership mode Signed either with the leader of a consortium or with several parties; if one member signs, good governance method needed to involve other interested EUNIC members Regarding the visibility, the EU takes priority unless the partners contribute to the project (e.g. by providing a conference room). In that case the partners can be visible as well 	<ul style="list-style-type: none"> Risk of unclear project definition due to lack of written agreement Lack of clarity on who bears legal responsibility of activities Small sums and/or one-off activities only
Suitable for	<ul style="list-style-type: none"> Clusters with members that are pillar assessed and have experience in managing EU-funded projects Projects that include sub-granting Setting up in a short period of time 	<ul style="list-style-type: none"> Clusters where contribution agreements are not an option but that have members with experience in managing EU-funded projects Projects that include sub-granting 	<ul style="list-style-type: none"> Minimal administrative workload Gathering experience in managing EU-funded projects 	<ul style="list-style-type: none"> Starting a partnership on a smaller scale when service contract is not an option One-off or regular events (European Language Day)
Used in	Currently being used in: Tunisia, Egypt, Ukraine (Cultural Bridges)	Currently being used in: Ukraine (House of Europe), Bolivia	Currently being used in: Senegal, Sudan, Democratic Republic of the Congo, Jordan	Currently being used in: Brazil, Japan

III Examples

The following examples can be found on eunic.eu/joint-guidelines

- ✓ Memorandums of Understanding
- ✓ Partnership agreements/contracts
- ✓ Project evaluation schemes

IV List of clusters with coordinators

As of January 2021, fourteen EUNIC clusters are working with a coordinator (an additional role to that of the president), these are clusters in:

- ✓ Austria
- ✓ Berlin
- ✓ Bolivia
- ✓ Brasília
- ✓ Brussels
- ✓ Cuba
- ✓ Democratic Republic of the Congo
- ✓ Jordan
- ✓ London
- ✓ Netherlands
- ✓ Portugal
- ✓ Sudan
- ✓ Tunisia
- ✓ Warsaw

Serbia has had a coordinator in the past.

The role of the coordinator varies. The main tasks include coordination of events and cluster activities, as well as management of internal and external communications. In cases of Brasília, Jordan, Sudan and Tunisia the positions are full-time; in other clusters, coordinators spend between 30 to 80 hours per month on cluster related tasks.

There are two main ways of hiring and funding the coordinator, either through an EU funded project or through cluster membership fees.

a. Coordinator as part of an EU funded project

In cases of Bolivia, Brasília, Cuba, DR Congo, Jordan, Sudan and Tunisia the coordinators are funded partially or fully through a service contract or partnership agreement with the local EU Delegation. They are hired to coordinate activities under the terms and conditions of the respective contracts. The EUNIC member acting as the signatory of the contract usually also hires the coordinator; for instance, in DR Congo the coordinator is hired by the Institut français.

In the case of Sudan, the Goethe-Institut is partially funding the post of the coordinator and the remainder amount is covered by the service contract. In Brasília the post of the coordinator is partially paid by membership fees of EUNIC cluster members and partially covered by the service contract from the EU Delegation.

b. Coordinator paid through membership fees

In Austria, Berlin, Brussels, London, and Warsaw, the position of a coordinator is financed through the membership fees of EUNIC cluster members. Membership fees range between an annual amount of 200 and 1000 euros and might vary per member. These clusters are large clusters with wide ranges of activities and well-established cultural programmes in their respective cities.

Generally, the coordinator is hired on a freelance basis as a coordinator (full-time or part-time), on an intern contract or on a fixed term contract for the duration of specific project.

Often the freelance coordinator is hired and hosted by the cluster member who holds the presidency. In Brussels, for instance, the EUNIC member holding the presidency hires an intern on an annual rotating scheme. In Warsaw, the Goethe-Institut has been responsible for contracting and managing the salary of the coordinator, while she/he is being hosted by the respective EUNIC member holding the presidency.

V List of joint projects

- ✓ Bolivia
- ✓ Cuba
- ✓ Democratic Republic of the Congo
- ✓ Egypt
- ✓ Jordan
- ✓ Peru
- ✓ Senegal
- ✓ Sudan
- ✓ Tunisia
- ✓ Ukraine

Projects in the past and present as of January 2021. Information about these projects is available at the EUNIC office and on the CultureXchange.eu platform.

Furthermore, six pilot projects are being realised within the project Preparatory Action European Spaces of Culture. More information on europeanspacesofculture.eu.

VI Abbreviations

DG DEVCO	Directorate-General for International Cooperation and Development, as of January 2021 this DG is called INTPA
DG EAC	Directorate-General for Education, Youth, Sport and Culture
DG INTPA	Directorate-General for International Partnerships, until December 2020 this DG was called DEVCO
DG NEAR	Directorate-General for European Neighbourhood Policy and Enlargement Negotiations
EC	European Commission
EEAS	European External Action Service
EUNIC	European Union National Institutes for Culture
FPI	Service for Foreign Policy Instrument

Contact

European Commission

Directorate-General for International Partnerships,
Unit G3 – Youth, Education and Culture

Rue de la Loi 41
1049 Brussels, Belgium
+32 2 29 66105
+32 2 29 82105

intpa-g3@ec.europa.eu

Directorate-General for Neighbourhood
and Enlargement Negotiations
Unit B2 – Southern Neighbourhood
Rue Joseph II 54
Brussels, Belgium

near-b2@ec.europa.eu

Directorate-General for Neighbourhood
and Enlargement Negotiations
Unit C2 – Armenia, Azerbaijan, Belarus
& Eastern Partnership

Rue de la Loi 15
1040 Brussels, Belgium

near-c2@ec.europa.eu

Directorate-General for Education,
Youth, Sport and Culture Unit D1 - Cultural Policy

Rue Joseph II 70
1049 Brussels, Belgium
+32 2 295 17 38

eac-unite-D1@ec.europa.eu

European External Action Service

Cultural Policy Team

Rond Point Schuman 9A
1049 Brussels, Belgium
+32 2 584 42 78

luca.kadar@eeas.europa.eu

EUNIC

Rue Ravenstein 18
1000 Brussels, Belgium
+32 2 640 81 58

clusters@eunicglobal.eu



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