

# ECH Structure

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## Evaluation and Analysis of Internal and External Structure of EUNIC Cluster Hungary.

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ECH are a cultural player in the Hungarian environment with events made to promote EU values. Currently the network has internal problems in the networks organisation which is underdeveloped in relation to the national institutes controlling it. This is a critical evaluation/study of ECH and its structure in Hungary, made by Lasse Thomsen at Aalborg University

## Foreword

In connection with this paper there have been a significant number of people over the course of project who have helped to make it as thorough as possible. Firstly, I want to thank the people who made the basis of the project possible, the institute leaders: Julien Cuevee (French Institute), Michal Cerny (Czech Centre), Hanne Tornøe (Danish Cultural Institute), Brindusa Armanca (Romanian Cultural institute), Jutta Göhrig (Goethe Institute), Anu Kippasto (Estonian Cultural Institute) and Simon Ingram-Hill (British Council). Their statements have been a guideline of inspiration throughout the assignment. Furthermore, I want to thank Louise Pedersen PhD Student Aalborg University concerning competent feedback with regard to evaluation combinations, as well as Jeppe Trautner who has been the supervisor on the project, which constructive criticism. Finally, I want to Dave Allington for the debates and discussions during the process.

## Abstract

The ECH (EUNIC Cluster Hungary) is a network which is promoting EU values under the umbrella organisation EUNIC (European Union National Institutes for Culture). The ECH objectives are to promote EU values through cooperation and events which are projecting the divers and the common characteristics of the countries. However there are problems which become evident in the current time where external problems clarify internal problems. The conservative movement, the financial crisis, the national institute leaders control and an ECH network which has been driven only on enthusiasm and mutual good relationships. The factors are many and the ECH network has not changed since its foundation in 2007, where a memorandum was created but never developed. The network's missing foundation or structure is exactly the internal problem which is confusing the institute leaders and encouraging alternative directions for the network. Not having a structure to fall back on is creating a fundamental obstacle for ECH in the transforming environment and an ECH network which are subordinate as a marionette of national institutes.

This assignment examines the problems in the structure from the perspective of the institute leaders, who are controlling the network, and also with firsthand knowledge/observations achieved by the author through his presence at the meetings and work at the events in ECH.

The national institutes want more elaborate cooperation within the ECH, but at the same time the institutes are utilising the network to promote national related events, or events constructed by single national institutes in the network. This is a internal paradox for the institutes who want further and more elaborate internal cooperation in the network to meet the national interests. The paradox leads to changes in the internal structure to inhibit the national utilisation without losing the enthusiasm in the partnerships. An additional legislative solution toward the single institutes seems untenable toward the institutes already heavy burden in this area. The solution is back at the network's foundation, which should be developed to focus more on European values in Hungarian society and this way encourages internal development toward a stronger network. This assignment first investigates the problems of the network and secondly through this investigation develops counter-measures to the problems. The decisions of the counter-measures are up to the institute leaders to apply and the product of their decisions have unintended consequences, which cannot be predicted for this assignment.

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## 1. Introduction

Hungary is a country in Eastern Europe for the western countries and Central Europe for the eastern countries. Hungary itself places itself as the heart of Europe in the middle. Hungary is a new member of the EU and has just performed the presidency of Europe for the first time in their history. The society is a very homogeneous society where the biggest minority is the Romas, who are especially focused in the eastern and southern regions of the country. The country's cultural decisions are produced and made in the capital, which is also the primary field for cultural projects. Hungary has at the current time moved against the most fundamental principles of the European charter and towards more control and nationalistic tendencies, which have been criticized significantly by the Commission and EU countries. These movements are: new data protection authority, decreased independence of the national bank, as well as a more controlled justice system. (Web 1 p.1). Hungary is under pressure from Europe at the political level, and with the conservative movement (here observed in the assignment as a movement toward nationalistic tendencies, will be explained after the formulated problem) Hungary is promoting itself inward. But Hungary is in need of EU money and as recently as February 2012, the Hungarian state loaned €500 million from the European Union (Web 2), and in this way in urgent need of EU. EUNIC and in Hungary, ECH is caught in the middle of the turmoil which is displaying a great perseverance for the network and its events.

The ECH has a vast network through the national institutes and a lot of experience in the cultural field to promote their values. The national institutes are fighting against each other to attract the Hungarian audience and produce results for the overarching structures developed in the home countries. But also cooperation is produced to reach the audience of the Hungarian society, and the supporting money which is following. Bilateral cooperation is made between two or more institutes, which promote common fields of interest to the Hungarian field. Multilateral cooperation, such as ECH partnerships, to promote overarching values in the European field which Hungary is a part of. The national institutes are supported by institutions or the government in their home countries, which in return demands national objectives promoted through the institutes. These institutes are the same that have the controlling authority in the ECH cooperation. The ECH network has succeeded to promote programs with positive publicity, however no clear strategy has been made for the cluster, and with no clear strategy the cluster survives on a few enthusiasts' ideas, and on individual pragmatic events which can be cooperated on. The relation towards the cluster are very different for the institutes-while single institutes want to strengthen the ECH with legislative power, others

believe this will confine their freedom and creativity. This develops a series of questions related to the ECH cooperation. Is it possible to develop the cluster cooperation without losing the individual institute's norms? Is it possible to make a strategy which complies with the majority of the institutes' wishes? And would it cause a dysfunctional ECH? Who is controlling ECH? What are the real objectives of ECH?

## 2. Problem Formulation

As the introduction has emphasized, there are many questions related to ECH's objectives and organisation, in the Hungarian environment. These questions are primarily based on internal structure and strategy of the ECH cooperation. ECH is a relatively new network whose primary fuel has been the connections and enthusiasm of the national institutes. This fuel is conditioned by the institutes' interest in promoting their own interests and creating new contacts. This creates pragmatic projects without any overarching goal, and a very confusing stance of the network. This is reflected in the meetings of ECH, where the author of this assignment has been present from August 2011 to February 2012. The events produced by the ECH are seen by the national institutes as an opportunity to promote diversity in the Hungarian environment, and promote the individual institutions. The ECH objective is to promote the EU via the countries diversity, but also through overarching values which unite the countries and neutralize the borders. The united values are there, and the institutes want to promote these, but does this promote the national institutes also? The meetings of ECH confirm the national institutes' control of the cooperation and their pragmatic utilisation of the network, which is eroding the same objectives made by the network. With the confusing position we are back at the problem with internal structures development to reach an audience. This leads to a question which is:

**What are the current problems with the ECH structure in the Hungarian environment and can internal improvements enhance the functions of ECH?**

The assignment's main focus is the internal structure of ECH, which at the current time is underdeveloped and exceeded by the national institutes inside the ECH. This leads to a dysfunctional network in which objectives are being succeeded by the national interests. The national institutions are rarely agreeing on wider subjects, and are all active on the Hungarian public scene to attract an audience. This is naturally creating a competitive relationship between the

institutes, but also advantages to produce bigger common cooperation. The ECHs ideological objectives are to promote European values, which construct an additional level to all the involving partners at the current time in Hungary. A more elaborate description to the formulated problem can explain the problem in a scientific relation:

**A social constructivist case study of the development of the internal structure of ECH in the Hungarian environment, with opposite national interest, based on interviews with national institute leaders controlling the cooperation of ECH.**

This elaboration of the formulated problem explains that the assignment is directed at the ECH cooperation's current internal difficulties in Hungary, with the institutes' different positions in the cultural field. The assignment is firstly an organisational analysis to clarify the problems of the network, and secondly use this knowledge to develop an improved structure. The only question remaining is why? The institutes want to improve the cooperation to create bigger programs, achieve new connections, and create political leverage among other things—not to indoctrinate Hungarians in pro-European direction, but to provide alternative programs and possibilities in an overarching context.

The formulation of the problem is to be understood on two levels. The first level is clarifying the current problems of the ECH structure from the national institute leader's perspectives. The institute leaders are developing the ECH simultaneously with the national institutes and how has this influenced the networks organisation. The success criterion for the first level is to evaluate the structure of the current network, and then use the knowledge in an analysis concerning the structure for the network. This part of the project is action science/organizational learning where the knowledge acquired is producing the basis for a more developed guideline for the network. The second level of the formulation is a development of the evaluation product. This phase will move the analysis from the open evaluation, where the qualitative data is essential, to a section where the theory and quantitative data is in focus. This part of the formulation will examine the overarching structure of the cooperation and how to implement the result examined in the evaluation in the network without promoting a stagnated organisation. The theories are selected to explain the construction of the network in a complex field, filled with pragmatic partnerships.



## 2.1 Delimitation

The delimitation section's purpose is to make limitations for the assignment and create a more coherent case for the reader. The cultural society in Hungary has many facets and can be perceived in numerous ways. The issue of the formulated problem and the focus of the assignment are the structure of ECH, the relationship between the national institutes opposed to the multilateral cooperation ECH. The battlefield is the Hungarian cultural environment and the means are the events made. These events will be described in relation to ECH cooperation with its diversity, but not the national institutes' programs, because of their missing relation to ECH. Furthermore, the umbrella organisation EUNIC will only be referred to as the ideological basis, the focus of the analysis is solely on the cooperation within Hungary. The ECH cooperation has been functioning since 2007 in Hungary, this would also be the start of the timeframe, and especially recent years until the present time will be highlighted. The forthcoming section on the Hungarian cultural environment will briefly explain the Hungarian society from the 90's to the current time, but only to clarify the development in Hungary. The data of the assignment are interviews with National institute leaders in Hungary and developed charters, which are going to explain the internal relations in ECH. With the formulated problem quantitative data would be very difficult to incorporate with a gain for a better understanding. The theory is selected on the basis of the data, and this approach restricts the theories to the subjects. The subjects are constructions in the cultural society and through this the theory social constructivism is selected. Within international relations the realism and liberalism theory is delimited, because of the many facets of the building of a cultural network.

## 2.2 Project Design

To provide the reader with an overview of how the problem formulation is going to be answered there will in this section a presentation of the design of the project. This is to illustrate the construction of the project and which measures have been taken into consideration concerning finding an answer. The aim is to give a clear description of its structure and how the different parts are interacting.

**Section 1:** The project starts with an introduction to the project. The introduction develops from a general level to a specific level of problems concerning the cooperation within ECH. With this basis explained, the formulation of the problem is being clarified early in the project to structure the project. The formulated problem limits the assignment naturally, and the delimitations section does it systematically. The aim of the project design is to emphasize the structure of the project and

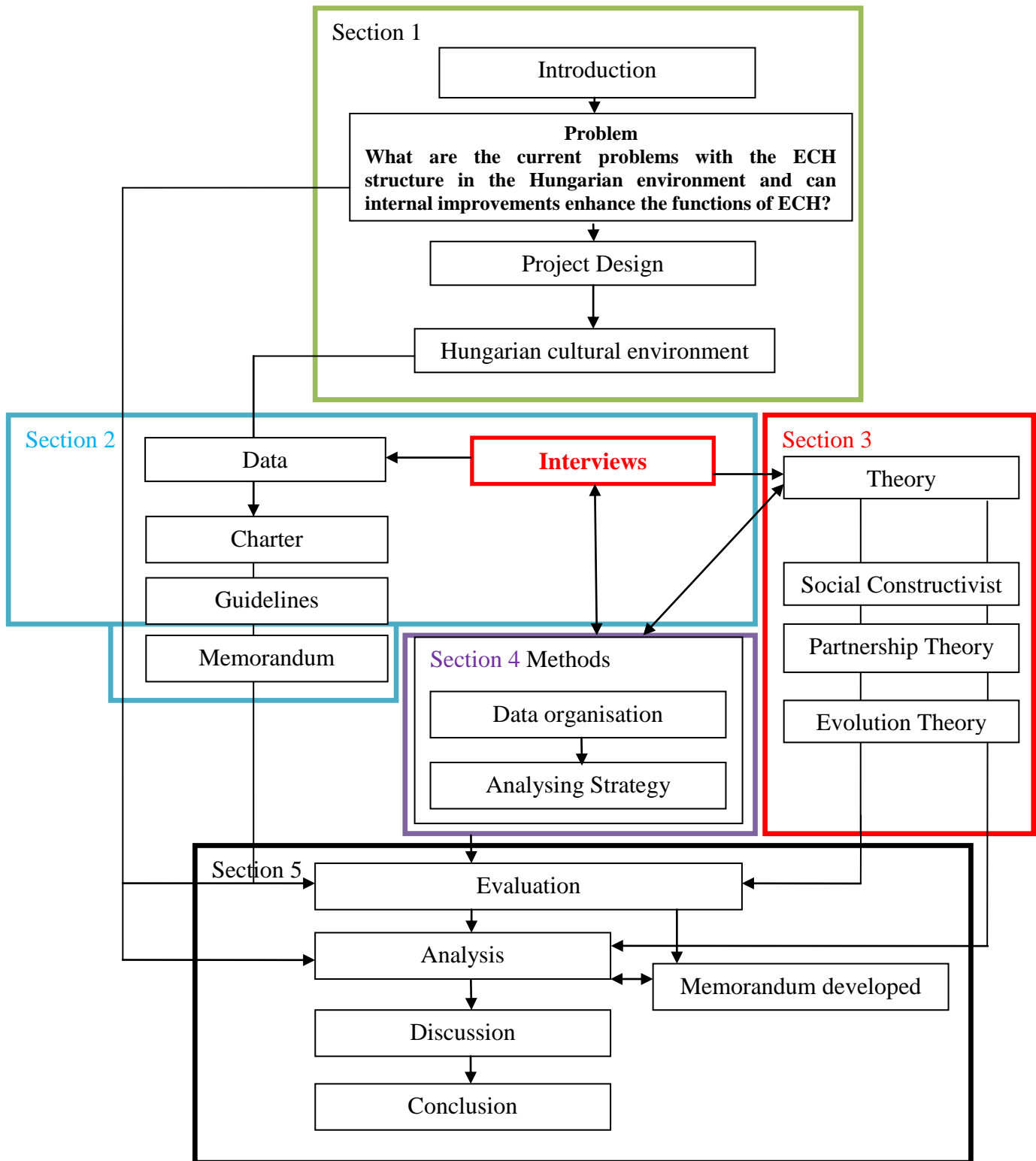
create an easy overview for the reader. The last part of the section is the description of the objectives of cultural institutes in the current society and the ECH cooperation in Hungary with ideological objectives in a pragmatic field. The first section's purpose is to build the foundation for the project.

**Section 2:** This is the data. With the inductive direction the project promotes, the data's position is primary. The data is the ECH field and cooperation, which are being explained in the introduction. This is the foundation for understanding the field, where the guideline and especially the interviews are designed to move deeper into the formulated problem. This section will be functional in the evaluation in the analysis and in the appendix. The data's methodological considerations will be explained in the method section to ensure the validity of the empirical data.

**Section 3:** The theory section is guided by the data in this project, since the theories' roles are to understand and examine the data. The theories will be the themes in the interview guide, which means that the theories are structurally based from partnerships towards network theories. The first theory is partnership theory between partners, which explain the internal partner's development and contracts towards the cooperation in ECH. The second theory is General System Theory which analyses the network in the Hungarian field.

**Section 4:** The methods section will ensure that the scientific work's methods are transparent for the reader. The section will begin with a general basis of the project with case study approach, theory of science, the inductive method, evaluation structure etc. This part explains the project's scientific foundation. The second part of the method section is the data organisation, this part will concentrate on the gathered materials, and the consequences of the selected scientific methods. This section explains the data and makes the use of the data transparent in relation to the analysis, which includes contact, selection of respondents and interview guide. The section will end with an analyzing strategy where the analysis will be explained with a methodological focus.

**Section 5:** The analysis will be explained thoroughly in the analyzing strategy, which also works as a natural introduction to the analysis. The evaluation develops with the data in cooperation with Partnership Theory and General System Theory a structure for the network. This analysed structure will be used for further analysis of the formulated problem. The analysis comes to an end with a discussion and a conclusion of the formulated problem.



### 3. Hungarian Cultural Environment

The Hungarian cultural environment has, since the political turn of 1989-1990, shaped their cultural policy based on two main sources: the national traditions from before Communism and modern western examples. The modern western examples included a more open structure for foreign actors on the cultural field, which the cultural institutes utilized to promote their national values, but also helped the country's development of independent cultural life and western values. Structures were developed, as the establishment of the agency for financing cultural projects called the National Cultural Fund (1993), based on the arm's principle<sup>1</sup>, was an important sign of change in the country (Web 3).

The elections of 2010 brought about a landslide victory for the centre right Fidesz, with over two-third of seats in the Parliament, which started a fundamental overhaul of the legal and administrative structure of the country. The overhaul was done in cooperation with the far-right Jobbik party and the highest level cultural administration became a state secretariat in the Ministry of National Resources. The current conservative movement in the Hungarian environment is a result of the influential Jobbik (Web 4) party's cooperation with Fidesz, and a movement toward national cultural traditions from before the communist era, with no arms length principle. An example is the National Cultural Fund which currently is operating under the supervision of the Ministry of Cultural Heritage and other ministries to promote national values and strategies in close cooperation with political decision makers (Web 1 p.5). The governmental affect toward the national cultural environment are made without detailed strategy papers to develop, but is implemented in a value based discussion toward development. The main underlining aspect of these developments is rationalization by strengthening the position of the state (Web 1 p.5).

In this environment three hundred laws have been adopted over a single year, including a new constitution, media law, acts affecting the judicial and electoral systems, governance of the national bank and more (Web 5). The consequence of the heavy stream of legislation is that several EU regulations have been violated and the European Commission has instigated proceedings against Hungary for infringements of EU law on three counts (Web 5). The conservative movement is in the assignment a movement towards more state intervention in the cultural environment and a standardization of the culture. Through this the diversity promoted through the ECH network is not only neglected by the cultural institutes, but also by the hosting environment.

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<sup>1</sup> The arms lengths principle is the condition that the parties to a transaction are independent, in this case from political interference.

ECH have, in the cultural field, objectives which have to be achieved to classify projects as ECH projects—the background ideology is made through contracts which purpose is to reach the Hungarian audience. The national institutes are constructing the cooperation, but how is the institutions' work on the cultural field affecting the institutes approaches? This will be explained in the forthcoming section National Cultural Institutes Development. This will be followed by the self-employed character of ECH with critical reflections, in the section EUNIC Hungary.

### 3.1 National Cultural Institute's Development

In ECH there are 16 cultural institutions connected and all of these institutions have different agendas toward the cooperation, but what do the cultural institutions actually stand for? This section will briefly explain the cultural institutions legitimacy and development in the environment.

The cultural institutions are traditionally seen as institutions with cultural projection concerning national cultural propaganda. In this way the cultural institutes are a product of the realist movement, where the nation states are producing and exporting ideologies of cultural nationalism. This is not the case with the current cultural institutions, and would not explain their affirmation toward a wider cooperation as ECH. In the EU the culture has also been revitalised toward market principles, which are leading the national institutions to interact in order to promote their own values in other cultures. This is also shifting the cultural relations from the dominant bilateral model characterized by asymmetric, uni-directional flows, toward a multilateral model, based on mutuality and partnerships (Paschalidis 2009 p. 284). The institutions are still national institutions whose objectives are to promote the country, but in a changed market and changed approaches. Within Europe with common rules and free movement, the national institutes' new assignment is among others: recruitment of international students for the home universities and promotion of international tourism (Paschalidis 2009 p. 288). The movement has developed from cultural nationalism propaganda toward a market-driven cultural nationalism, of course on different levels for the different institutes. The national cultural institutions are moving from a supporting role toward a bridge-building multicultural cooperation with their national objectives in the background to reach the audience in the environment in the first place. In the multicultural environment the ECH is a network where the national institutes can combine their resources and expertise in order to design and carry out joint project in the field of intercultural understanding and cooperation inside Europe (Paschalidis 2009 p. 284).

The institutions in Hungary have a focus on their own values and objectives, but these are implemented into a bigger cooperation to meet the audience on their field, to be most effective. This

is developing the approach from the limited bilateral cooperation, toward a multilateral cooperation which the ECH is a clear structure for this approach.

### 3.2 EUNIC Hungary

EUNIC Cluster Hungary was established on 2<sup>nd</sup> October 2007 in Budapest by 11 cultural institutes to take advantage of the positive attitude toward European relations. The ECH operates within the umbrella organisation EUNIC and within this aims to create effective partnerships and networks between EU National Institutes to improve and promote cultural diversity and unity. This have the objectives to develop the understanding between European societies and strengthens international dialogue and cultural cooperation with countries outside Europe (Appendix 5 p. 1). ECH made in 2008 a memorandum of understanding between the members, which should govern during the period of 01.03.2008-01.03.2011. This memorandum has never been developed, and the clusters operates after the core principles of the memorandum.

The structure of ECH follows the overarching structure of EUNIC with rotating presidency, to ensure the continuity of the cultural projects. The ECH Secretariat will consist of a President and two Vice Presidents and have the responsibility to:

- Make an agreement of the principles and objectives to the strategic plan (in cooperation with the members)
- Provide strategic direction to the working groups
- Once the projects have been endorsed, delegate authority to the working groups
- And finally, deliver a report concerning the annual activities and financial accounting

This is made to differentiate the strategic objectives coming from ECH, but also to accommodate the demands from the members. Noble intentions, but with the diversity of the cultural institutions the strategic plans are minimal strict toward national objectives, which are reflected through the network and diluting ECH. The national institutes, depending on size, have the ECH cooperation as a additional burden on the institutes, which means a continuation of pre-existing programs and no real development of the cooperation. Working groups in ECH are a compelling idea, but in practical terms the working group's cooperation is not apparent. Projects are made by national institutes, and the other institutes can join the project's objectives, and this way achieves the ECH logo.

The ECH follow and differentiate the objectives from the main EUNIC and then establishes these further into the Hungarian segment. The ECH secretariat's strategy is to create partnerships with the local institutions and public by sharing common interest. These objectives are mentioned in the memorandum as:

- Will act as a communication partner for local public and private institutions on European cultural issues of common interest (Appendix 5 p. 2).
- Will support – if requested and appropriate – cultural project activities of EU member states which do not have resident cultural institutes (Appendix 5 p. 2).
- Will act as a facilitator to bid for EU-funded projects.

These are ideals/goals in a changing pragmatic cultural environment. The ECH are creating partnerships, but the local partners without a full membership are not part of the general movement in ECH, and therefore the partnerships with locals are not equal relationships but a hired contractor to promote ECH ideologies.

The ECH follows the multilateral level through their position on the cultural field, but this position does not create interaction with the public. With this dilemma the objectives created by ECH have to operate on two levels:

- The multilateral level consisting of EUNIC members, at the central offices of the National Institutes for Culture within the EU (Appendix 5 p.1).
- The local level where local offices of EUNIC members and other local institutions are operating in the cultural sphere (Appendix 5 p.1).

These two levels are to secure that the overarching goals created by ECH are communicated on a local level as well, and the closed ECH are reaching the audience. This also means that the national institutes commit to the objectives coming from the network. The local level can be reached by the full and associated members, but to reach the full potential for the ECH projects the network are working with a third member platform. The third level members are observers or standing guests (these can be the local cultural institutions including from non EU-countries) which have the same conditions of membership as the associate members (Appendix 5 p. 3).

### 3.2.1 Projects

As mentioned in the previous section, the ECH creates partnerships around the projects which are promoted by the member countries. The projects are an essential step towards making partnerships and vice versa. Each ECH project is proposed by an institute and then ideally led by a nominated project team. Normally the project leader will represent the institute that proposes the project and the project steering members will be chosen from the other institutes who want to participate in this particular project. This team then develops the project from the first proposed idea to a full project description with a budget, planning and PR plan. This should be submitted to the Secretariat for

approval (Appendix 5 p.3). This structure is to secure the focus on ECH objectives, but new multilateral projects with EU unifying objectives are rarely made with the missing focus groups which assignment is to develop the projects.

In theory every member within the ECB can propose projects, all of which have to be approved by the Secretariat. In practice the proposers are the full members and especially bigger institutes with resources to develop projects from basic, and smaller full member institutes with very specific developed events on the program. To label the projects as an ECH projects at least three member institutes of ECH participate and a project is only valid if the following five criteria are met (Appendix 5 p.4):

1. If it promotes a better understanding of European culture in its diversity.
2. If it is in agreement with the needs of the host country.
3. If it can guarantee visibility.
4. If it is in compliance with the general aims of the cultural policies of the Institutes concerned.
5. If a reliable and professional partner in the host country is willing to co-operate.

All the criteria have to be met to achieve the EUNIC logo and the attention that comes with the label as an ECH project. The criteria within ECH are flexible in the interpretation of making an project and the different criteria values are being evaluated from time to time. The flexibility of the criteria's cause to a dilution of the ECH projects, and more national objectives are replacing the ECH objectives. In particular, criteria three and four are criterions which have an important value for the national institutes, and through this always meet with approval from the other members of the network. An example is the *Culture|Future* program, a new ECH flagship project. This project is an important project for the Danish and British institutes because of national interests—other institutes wants to be connected with these values, and then it becomes an ECH project, because of the common climate. This is not a project made in the ECH groups, but an already existing event made with national interests, which undermines the ECH general movement and project basis.

The funding of the projects is greatly influenced by the way the ECH projects are structured, but there are two main funding constructions. Firstly, if the project is conducted under the umbrella of ECH without support from the EC, the ECH involved institutes or the whole ECH conducts a share of the financial burden for the project (often the EC support with buildings or technical support). Secondly, if the project is support by the European Commission the project leader is responsible for the technical handling of the budget (Appendix 5 p.4).



The annual expenses to the network are €200 from every partner in the cooperation, which will be used to cover the running costs of the cluster. This includes the homepage, meetings and other things related with the daily ECH work. From this account no projects can be funded, so projects have to be funded separately according to the different projects.

In the period June 2010 – June 2011 the ECH funded and promoted eight cultural events, which include events such as: Performing arts, European Language Cocktail Bar, EUNIC day (theatre, jazz and classical music) and Literature Night among others. These are cultural events in the ECH field with strong institutional influence because of their development in specific national institutes. Hungary has a very active network compared with other clusters and also a very diverse range of cultural events. The audience segments for the cultural events though are not as diverse as the programs proposed of the institutions, and new segments are not met. Many of the cultural events are made by the ECH without the implementation of local partners in the project phase, and for this reason the diversity of the projects can be hindered by the individual institutes main objectives. The self-employed character of ECH is underdeveloped and undermined by the missing resources in the cultural institutes and the different goals of the same institutes.

#### 4. Theories

The theories is selected on the basis of the data and specifically are the theories selected to comply with the four themes environment, partnerships, organisation and development explained in the interview guide. The theory section will start to explain the environment of promoting culture in another environment which shares tendencies. Social Constructivism is the fundamental theoretical understanding of the field in which the cultural exchange and partnerships are created. This basis will seek to explain the first theme in the interview guide and in doing so also uses this as empirical data. The second theme is the development of partnerships in the cultural field (practical connected with the ECH). Niels Åkerstrøm Andersens partnerships theory have been selected to develop an understanding of the partnerships between the institutions and explain the reasons for the institutes creating a network to promote events and the connections between each other. Partnership theory will explain the fundamental issues in partnerships from the open metaphor to a binding concept. Partnership theory is a constructivist theory where the agents and structures are constructing structures for interaction whether they want it or not, in particular, the constructions of a partnership without any legal binding measures. The structures are the subject of the third theme which is moving more into the network and its structure. For this section General System Theory by Niklas

Luhmann together with the development of partnership theory will explain the concerns of the current structure of ECH in connection with the environment they are working in. Luhmann's theory is chosen to evaluate the degree of differentiation toward the public in ECH and underlying problems of the cooperation in ECH. Luhmann have been chosen in front of Max Weber, social stratification and Anthony Giddens multiculturalism, because of his elaborate differentiation dimension in complex societies to reach a sufficient level of organisation. General System Theory seeks to explain the complexity of social systems and through this differentiate towards the right structure. The organisation of ECH needs to be developed according to the interviewed leader, but how should it be structured to encounter the environment's needs combined with the institute's structural restrictions? This will be explained with the system theory using the data as information and Hungary as a case. The fourth theme is the development of ECH. This section takes the project back to the beginning of the theory section, with the knowledge achieved through the analysis.

The partnership theory is to explain the early interactions and the micro toward the meso segments of the analysis. The system theory is, on a broader scale, dealing with the differentiated systems, which is needed to develop the structure of ECH.

#### **4.1 Social Constructivism**

The theories in this assignment create a basis of theoretical understanding for the case. Constructivism is an ideal system for this purpose, which explains how the systems and agents are interacting to develop the systems to a new level. The selected theories are within this ideal understanding where the selected theories will move further into the subject. Constructivism will in this assignment be explained in the context of theme one which concerns cultural environment, where the development of the culture is created in a constant interaction between the structures and the agents of the society.

In the cultural exchange environment where the ECH is a player, the culture is not something already defined, but culture is structured between the agents and players in the field. In Hungary the ECH are creating projects, which are developing the previous understanding within the project field. This is an interaction between ECH as a structure and the audience as agents. Culture is made by interactions on both a personal and interpersonal level where the alternatives for the systems are sorted and sifted, which also leads to further dynamisms in the interaction. The interpersonal levels are creating the foundation of a larger structure in the environment. The structures are developing in a process of exchange, negotiation and bargaining between relatively stable social and cultural

structures (Ritzer 2008 p.330). ECH is constantly interacting with structures of the government on different levels which are constructing an internal field of cooperation. The environment is shared by the structures and the agents and is through continuous transaction creating relatively stable accommodations and adjustments to the same environment (Ritzer 2008 p.330). The ECH are functioning in an environment which is relatively unstable on the cultural front, which is changing its political agents. To exploit the shifting environment optimally the ECH have to construct a stable internal environment in order to be an attractive partner for the external partners to interact with the network. To construct a stable internal structure the ECH partner's interactions and objectives for the network need to be investigated in relation to the environment.

The theories are selected to enlighten the most obvious relations which are hidden in the partnerships between the institutes and the pragmatic differentiation in the network.

## 4.2 Partnership

The second theme is related to the institute's construction of partnerships to promote more elaborate projects and through this create publicity. As mentioned in the previous section, the partnerships need to have a constant interaction in a relatively stable structure. The current internal structure of ECH is not developed to the external environments shifting structure, and this weakens the internal partnerships. Partnership theory is developed on background on constructivist differentiation in the communication, and theorises the development of partnerships in the hyper-complex society where the conditions of the agreements are changing all the time. This theory will explain internal dynamics of the structure with the focus on external goals—the theory will be used on the micro level of the evaluation.

Partnerships in the cultural environment have many focus points; the ECH is a cluster of different institutes whose partnerships are binding with a contract to find a functional reply on the more and more differentiated hyper-complex society. Partnerships are constructed to deal with the plasticity of the society where commitment is based on the development of projects to encounter an imagined future (Andersen 2006 p.15). The partnerships are constructed through communication; this can be through the standard contract with replies, ordinary talk or actions. The communication itself is impossible to control because of its reversed order which is decided by the next communicator and every connection opens for many new connections, in this aspect the communication in partnerships is a closed system that has its own function (Andersen 2006 p.31).

The partnerships of ECH spread across functional communication systems such as politics, education and communications logics. With a development of common understanding through

contract bindings the partnerships can overcome large complexities (Andersen 2006 p.15). The partnerships are focused on both internal and external goals for the cooperation, where the goals are made by interaction between agents and terms are made to reach goals for the partnerships. The ECH have objectives made in cooperation, which are the terms, but these can have different focuses for the single partners and therefore the counter terms are limiting the terms in achieving a more ideal partnership (Figure 2A) (Andersen 2006 p.37).

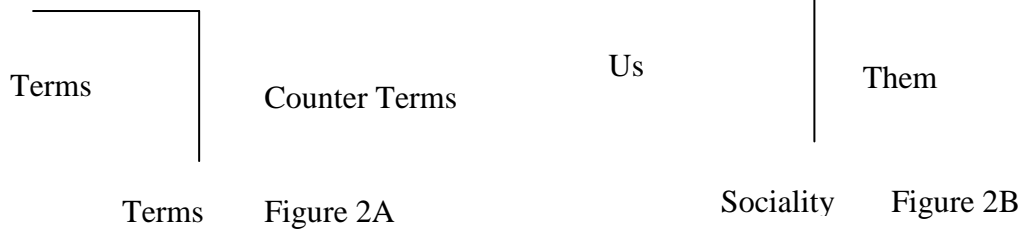


Figure 2A: is showing the Counter term which are defining the Terms. Figure 2B: Is a practical example

It is necessary to observe the partnerships as a new form of the construction of contracts, which is in sharp contrast to the articulation of partnership as opposed to a contract. Partnership is a contract of second order, meaning a contract for future or current contract development, which is expressing extensive functional changes in modern society's organization. The differences between contracts and partnerships are not essential, but the functional features are essential. The functions of the contracts and partnerships vary with the partnership's flexibility to handle complex social cases, and furthermore also with an developing time complexity.

Agents steering the communication will, through the communication, create relations, so the agent's social perspective will affect the communication form (Andersen 2006 p.107). This can be seen clearly in the communication between ECH members where the different institutes have different perspectives on the network's events, which steer the form of the network.

The communication in partnerships is a "promise of a promise" where the contracts are only a "promise"; the partnerships are in this regard a second order promise which facilitates the future flexibility of the society and time (Andersen 2006 p.143). Contracts are in a sense original text which can be read and understood by the same agents. Partnerships are with the flexibility distanced from the rigid original contract, and furthermore are partnerships constructing self-referential systems that are projecting the cooperation from a closed environment. Partnerships are not an island in the social sphere, which may be considered separately; partnerships points toward major changes in society and emerge as the answer to the development of traditional contracts in dynamic fields which prerequisite progress (Andersen 2006 p.183).

The partnerships are preferable in cooperation where the need for long-term bonds to each other is increased, while their individual differentiation is greater because of individual goals. This is the basis of ECH where the long term bonds are creating continues events, and the institutes can create dynamics within the network. The individual goal, increasing demands and the flexibility to the partnerships, makes long-term ties in a traditional way very difficult. However, the need for inter-organizational relationships has increased with the fast developing society. The flow of the society creates a functionally dislocated unfolding society in which partnerships are a means to follow the dislocations.

This is a paradox that the partnerships are differentiating the functions even more in the society, but it is also a way to encounter the same differences. This is supported by Gunter Taubner:

“Under special circumstances hybrid arrangements can provide an institutional environment where paradoxical communication is not suppressed, not only tolerated, but invited, supported institutionally and made productive” (Andersen 2006 p.184).

Contracts help to bind the network and stabilise the decision-making process—the contract can in this way be seen as a realisation machine. Through these contracts the networks can implement obligations with other agents or structures, but also enhances the partner’s possibility to stagnate the structure (Andersen 2006 p.184). This means that partnerships have the potential to produce new opportunities, new partners and new subjects, for the partners and the individual relations, but the partner also have the possibility to stagnate the development. This is a two sided function of the partnerships which is a dilemma for the ECH. A second level organization can be a producer of partnerships of inter-organizational strategies, thereby providing new decision opportunities and develop options for the partners. The partnerships are creating coincidence and opportunities more than absorbing the insecurity. This secures a framework for productive disagreement and impingement between heterogenic communications (Andersen 2006 p.185). Partnerships are also fragile, since they are an emergent social order, so there is nothing to ensure their continuation. In this sense the partnerships and second order structure needs the first order contracts to secure a basic connectivity for the structures. The partnerships can, without a first order contract or structure, become paralysed (Andersen 2006 p.184-185).

The above has explained the assignments partnership theories, which, together with the following explanation of the network theory, make up the partnership's dynamics and the creation of networks in the cultural field.

### 4.3 General System Theory

Andersen's theory of partnership builds on Luhmann's social theory where communication is the operation that characterizes social systems. Communication is a code within the systems to distinguish elements of a system from elements that do not belong to the system (Ritzer 2008 p.341). The development of the contract made by the participating partners is a progress which is as old as the functional differentiation. The functional differentiation enhances the need for communication which is developed more toward the flexible society and the creation of partnerships. Luhmann's general system theory is inspired by Talcott Parsons' structural functionalism and developed into a general theory with a span for self-reference and contingency (Ritzer 2008 p.331). The culture is reflected in a highly subjective and symbolic manner in the modern society—this is also the case with ECH. Through diffusion and differentiation the subjective and symbolic culture can be transmitted from one system to another, for example EU values from EU to ECH or national values toward the ECH. The aspects of the systems are available, but the complexity prevents the agents and structures from acquiring the whole frame. The ECH builds connections with agents in many different segments, and the culture is mediating the interaction between the agents and the social systems (Ritzer 2008 p.246).

Culture is self-organizing in two ways: firstly, they organize their own boundaries, and secondly, they organize their internal structure (Ritzer 2008 p.332). This means that the network as a functional player and also the partnerships are self-referential, where the network is being determined and evaluated by the structure itself, and develops in this way its own closed system. With these significant characteristics fulfilled the system reaches the position of autopoietic system. The basis of the autopoietic system is the communication within the system which is always two or more sided. This is double contingency (Ritzer 2008 p.335) where social structures are created by two-way communication. The communication becomes more clear and constructive with a clear understanding of the communication from both the giving and receiving part, within the closed network. Early communications are making a normative ground form for understanding the communication in a greater perspective, and through this a developing understanding. The understanding is the essence of the evolution of the social systems which is not defined by a predefined goal. The cultural sector is on different levels, but the ECH objectives are selected in the

closed system and this way makes the process specific to the closed system. The objective in the ECH closed system is to reflect the overarching environment that ECH is working in (Ritzer 2008 p.338). This means that ECH need to differentiate toward the environment as a closed system to be a player in the overarching system.

The first goal of organizing the boundary is to distinguish what the difference is between the system and the environment the system is functioning in. The constructed systems are never going to be as complex as the environment from which it develops, because of the complexity of the whole environment. The ECH partnership's closed structure is a simplified picture of the complex structure in the hosting environment; here the partnerships need to differentiate in order to deal with environmental changes (Ritzer 2008 p.338). The partnerships create the basis for the differentiation in the environment with a strong first-order basis. In the network differentiation is a closed system towards the environment that is necessary because the complexity and scale of the environment is too big. The ECH cannot have an overview of all the systems in the environment, because this will lead to a system that is as complex as the environment itself. Although it is a closed system the agents within the system are not unaffected, the agents are affected by the environment and through this the closed system is influenced by the environment greatly.

Conditions in the environment and with the agents within the system, the task is to differentiate the closed system in a form that reflects the surrounding environment (Ritzer 2008 p.339). Differentiation is created in the evolution of the social system, which creates a social order within the social system. Here ECH need to differentiate from the national institutes and the Hungarian environment to creates its own closed referential system and develop from this. This is not only a theoretical approach, but a pragmatic approach where the agent begins with a "trial and error" approach, which is called variation. Selections come after the variation, and this selection is not necessarily the best solution, but can reproduce the best platform for stabilization. Stabilization is the last phase where a new form of differentiation is produced in a new field. The differentiation and the evolution of the social system becomes symbiotic (Ritzer 2008 p.339).

When a social system is created through a trial and error process, the differentiation is a way to move deeper into the complexity of the system. For ECH this differentiation is essential with a big network with a sporadic pragmatic cooperation in a wide and complex environment. To produce more variability and hence more selectivity to the evolutionary system, the internal differentiation has to follow the environment (Ritzer 2008 p.340). According to Luhmann the differentiations for organisations which follow the environment are: segmentary, stratificatory, centre-periphery and

functional differentiation (Ritzer 2008 p.340). Differentiations create the basis for networks or organisations to handle the environment, and create a code of conduct for the communication and interactions within the field.

The ECH partners have several segments that deal with their own environments, which is the main assignment for the institutes. The ECH programs are a network which promotes common objectives by different institutes through a Centre top structure, this means that ECH receive its objectives from the centred top (EUNIC), which have to be differentiated toward the Hungarian environment. At the pragmatic level the institutions work laterally with the partnerships, and ECH's structure differentiation is a functional one where the institutes can share to develop. The functional differentiation is ascribed to the particular function to promote the European values through diversity and unity (Ritzer 2008 p.340). The functional differentiation is a flexible system, but if just one system fails its task, the whole system has a problem to survive. The network structurally has a great deal of independence by the charter, but in these lines also a significant interdependence with the rules for making ECH events and approvals. The growth of complexity, which follows the functional structure, increases the abilities of a system to deal with its environment. However, the complexity also increases the risk of a system breakdown if the functions are not properly fulfilled (Ritzer 2008 p.341). The networks utilize the possible types of relations in the systems to develop variation to respond to the complex environment. In this environment the differentiated systems multiply because of the close relationships between the systems. The more complex forms of differentiation do not exclude less complex forms of partnerships, the partnerships can actually require a less complex form to produce a more effective partnership (Ritzer 2008 p.341).

General System Theory will be used in the assignment to explain the organisation of ECH by analysing its structure, and the environment, i.e. the Hungarian segment.

The above theories have been explained, and these theories are chosen by the themes constructing the interviews. The theories are ideal explanations of the system which is searched for, but the system in this assignment is not an ideal structure, hence the theories are used in order to clarify the structure. The theories emphasise that the development and analysis of social structures can't be done outside the environment and all perspectives are legitimate. The perspectives of the investigation and the approach to the data will be explained in the forthcoming section to make the basis of the analysis valid and reliable.



## 5. Methods

The methodology chapter clarifies the methodological framework, which sets the foundation for the project in general, the collection of data material, and a strategy analysis. The section will begin with a case study approach which constructs the methodological framework and limitations for the assignment, with the limitations in mind, the theory of science will be explained subsequently. Evaluation analysis is describing the success criteria's for the evaluation and the position of the researcher.

The data organisation is practical methods concerning the achieved data, where the first section was overarching objectives hidden in the assignment, these methods can be seen directly in the data and project. The section begins with the contact and interview guide which is described to ensure the transparency and validity of the data. After this section the description of the institutes interviewed is placed—these institutes are described to show their basis for the interview, and which direction they might pull the interview. The chapter will finish with the analyzing strategy where the analysis will be explained in a methodological outlook. This will explain the basis for the analysis.

### 5.1.2 Case Study Approach

The assignment takes its basis from themes made through observations, continuous work with the ECH and interviews with the institute leaders. This is an inductive method which with the formulated problem refers to the selection of theory as secondary toward the data on the field, which is needed in order to understand the meaning of the data (Langergaard 2006 p.71).

To incorporate the inductive method into the assignment the basis of the project is a case based study with subjective analysing methods. A single case study strategy achieves explanations by intensive analysis of many variables within a case (De vaus 2001 p.249). The case study is practical in studies where concrete or complex systems are being analyzed, where the study strategy will search for coherence in the data. The case study is selected to limit the assignment to the concrete network ECH, and to focus on the data made from the themes. This approach is also labelled a theory interpretative case study, which is case-centered, and uses the theories to understand the field and generate new empirical knowledge (Antoft i.e. 2007 p.39), in this assignment to investigate the problems and how ECH should function. This approach begins with the symptoms of the network, which are explained in the introduction and formulated problem. The objective is to understand and solve the problem for the case, and not to test and develop theories, but to use them (De vaus 2001 p.224). With ECH the task of the researcher is a consultancy case study where the assignments

objective is to collect information about the network that can help establish explanations which clarify the formulated problem in ECH.

Any method of data collection can be used within the case study design, but in this context with internal structure and partnerships the design presupposes qualitative methods. This study contains a large number of variables which sums up individual parts in order to understand the whole. The inductive method of the assignment is producing a scientific knowledge of the reality the researcher wants to explore (Langergaard 2006 p.70). After the production of the scientific knowledge the theories with empirical substance can be used to develop the data to a more specific or general level relative to the objective. The subjective interviews create a project that is highly inductive and based on knowledge from institute leaders and the agents which creates the field of the problem. This is developing the problem formulation to be within the field, and in this way is creating a natural field of focus and is defining the project to a specific theme.

The interviews subjective foundation from the institute leaders are creating a part of the reality the organisations are working in. This places the institute leaders in a position where they are essential for the interviewer, and in a position to move the focus of the data. To encounter this, the role of the researcher in the interviews and towards the data is a hermeneutic position. The hermeneutics position depends on interpretation to secure the scientific information from the field. Scientific information is in this relation not, as in the natural sciences, a search for the ultimate truth, but a search for the truth in the practical relation (Langergaard 2006 p.128). The interpretation develops between the individual parts and the entirety and through this comes closer to the solution or truth. The themes are parts of the entirety which develop the field into a deeper understanding in the assignment. The hermeneutics develop on behalf of the scientist's realm of understanding, and with more work in the field this understanding can be embedded in the scientist (Langergaard 2006 p.130).

Hermeneutics is a scientific method to extract data from a field where interactions are likely. This means that the scientist does not search for the ultimate truth, which is impossible, but reaches for a part of a deeper understanding. An understanding of an understanding, this is basically double hermeneutics, and here the underlying understanding should be analysed with this knowledge together with the theories as a guideline (Kaspersen 2001 p.46). The inductive approach and hermeneutics are subjective processes, and the method section will describe the basis of the methods so the reader can see transparency in the data and how these are applied. The hermeneutics

is evident in the interviews where the form is changeable and direct between the researchers and interviewed, and in the analysis with the delivery of underlying understandings.

### **5.1.1 Theory of Science**

Theory of science forms the fundamental basis for the understanding and the interpretation of the theories. The assignment's foundation is the basis, and the theoretical basis needs to be explanatory for the problem formulated. The constructivist approach and methods represent the fundamental meaning in the data, which captures subjective meanings with the hermeneutic method. The ontology and epistemology of the constructivist approach will be explained shortly.

#### **5.1.1.1 Ontology**

Ontology is the fundamental assumption about a theoretical position in a certain field. Constructivism assumes the world to be socially constructed and there is no objective position of an already existing reality, structure or function that has an independent status as the natural science does it. This is the case with this assignment, the cultural institutions influence are not seen through objective positions, but through experiences and observations in the system. The cultural institutions and ECH are constructing two-way communications between the agents and structures through projects in the environment.

The field of research is represented by individuals whose work is to construct events in society, and in this respect the scientist should not objectivise these (Rendtorff 2004 p.297).

#### **5.1.1.2 Epistemology**

When the ontological foundation has been established the epistemology can be established as well. Epistemology is how knowledge should be accepted and what principles, procedures, methods and ethics should be used to reach an answer to the problem (Bryman 2001 p.11). A definitive truth cannot be reached, as argued earlier, so principles, procedures and methods are inevitable to follow a subjective path to reach a scientific result. The principles and the procedures in the assignment have been described in the research design where the principles are creating the foundation for the procedures. The foundation of the methods is the inductive direction combined with the constructivist construction of subjective relations within the field. A more pragmatic explanation follows in the forthcoming sections.

### 5.1.3 Evaluation Analysis

The previous sections have explained the foundation of the project, methods and the theory, in this part the foundation of the Evaluation Analysis will be explained. The evaluation is a systematic and retrospective assessment of processes, presentations and effects in studies (Vedung 1998 p 20). The retrospective systematic evaluation indicates an assessment on a systematic gathering of data. The construction of evaluations depends on the field of research, which is in the assignment the ECHs network. The assignments network analysis is created on a field which is dynamic, interventionist-based and regulated (Krogstrup 2006 p.35). With such a shifting field the goal of the assignment has to be clear, but also flexible in order to tackle the field's data. The assignment's goal is to develop the structure of ECH with an interest orientated evaluation, through the institute leaders reflections over ECH. With the inductive direction the theories are used to produce a better understanding of the field and with a formative aim (Krogstrup 2006 p.52). With the strong inductive direction in the case study, the evaluation method can be placed on responsive evaluation or interest evolution models. The interest-evaluation follows the constructivist foundation of no objective truth in science and furthermore, the model is developed to organisations with different partners (Krogstrup 2006 p.130). In the interest-evaluation model the pre-evaluation approach of/with the field is important to understand the problem of the field. The pre-evaluation has been made with observations throughout six months monitoring the network and conversations with members. Ideally the role as the evaluator has an ongoing cooperation with the respondents, and not the position as the judge of the field, but in this assignment there are natural limitations such as time, funds and personnel availability (Krogstrup 2006 p.131). The pre-evaluation has recognised problem areas of the network, and the observations together with the interview have created the body of the problem—in the analysis this will be projected as improvement orientated. The improvement moves the analysis from evaluation towards action research where the science of the network is a product in practical terms as well.

The overarching methodological framework is within the Hungarian cultural environment which is constructed in subjective relations. The subjectivity is also a theme in the case study, where the Hermeneutic approach encloses the subjective direction toward the formulated problem. There are many starting points related to the Hungarian environment and ECH, but as a formulated problem related case the positions is limited and reflected in a retrospective assessment toward the problem.

## 6. Data Organisation

The previous section described the fundamental basis of the project—these are scientifically considered deliberations which serve to make the project valid, reliable and transparent. These objectives are also essential in the data organisation, but the focus is moved from the fundamentals of the project in general to the practical point of the data collection. The section starts with the contact to the institute leaders which set the tone of the process with the data, followed by the interviews which are the primary source data and are guided by themes for the questions. The countries of the institutions selected for the interviews have an influence on the assignment as well; the institutes are explained in the selection of respondents. Analyzing strategy is positioned between the method section and analysis section and will combine the two.

### 6.1 Contact

The contact and interaction with the respondents is incredibly important to create an atmosphere where the data can be delivered as credible and without limitations. Firstly, the contact to the institutes is from DKI internal institute mail directed to the institute leaders. This is to have the direct contact to the institute leaders already from the start. In the mail the focus is on the ECH cooperation with key subjects (explained in the interview guide) to relate the direction of the assignment to prepare the respondents for the interview (Appendix 1). The interview guide is also sent with the first mail; the wanted effect is to make the objectives for the interview transparent and for the leaders to prepare for the interview.

This can have different consequences, the institute leaders are experts in the field, so they can move the focus of the interview towards personal issues. This was evident with the Goethe Institute where the institute leader had prepared much in the structuralized section of the interview guide, and also in the French Institute with the individual sections (Appendix 10 & 6).

The institutes receive, through the direct contact, a timeframe in which the interviews can be done at their institutes to secure the willingness and positive attitude from the leaders. Furthermore, they will be informed about the length of the interview, and the countries taking part in the assessment, to clarify the magnitude of the assignment.

### 6.2 Interview Guide

The interview guide is essential in the gathering of data which can be used to evaluate the cooperation in ECH. The respondents of the interview are institute leaders who are experts in the field of culture. To extract the knowledge from the expert a semi-structured interview form is

favoured. This structure is flexible and opens up the possibility to pursue the expert into subjects which have clarifying potential (Bryman 2004 p. 321). In the process of the interview a number of the questions were switched around when the respondents naturally came to the subjects through their argumentation. This is not a problem because the structure of the interview allows the movement of the questions to ensure the respondents flow of speech.

The guide is inspired by themes which are acknowledged by working with the institute in a longer period. These are: how the culture is developing in Hungary, partnerships, structure/organization and lastly who they think will develop from working in ECH. These themes are developed to structure the interview guide into a questionnaire which focuses on problems observed at the meetings at ECH. With the inductive direction in the consultancy case the themes are essential in the process to structure firstly the data and secondly the theories. This position develops the whole project, deciding which evaluation and which theories selected to examine the subject. The themes are described separately, but as described with the semi-structured interview form, the questions are searching for an overarching problem, and for this the questions are linked closely together. The themes create a process where the first questions are on a general level, the next two themes move more into the cooperation, which is the focus for the theory, and the last section takes the theme to a general level again, with the organisation in mind.

#### Theme 1: Cultural Development in Hungary

The purpose with theme one is to locate the institute's general position on the Hungarian cultural field with and without ECH. This theme examines what the institute means by the wide term 'culture' and how it is developing in Hungary, and also explores the institute's objectives. This is in particular question one of the interview guide, but also questions two and three which already introduces the ECH cooperation.

#### Theme 2: Partners

The cooperation of the partnerships in the network is examined in the second theme, because to promote big projects ECH have to construct practical partnerships. The networks partnership is developing the cooperation, and through this are affecting the network profoundly.

The purpose is to find the institutes relations to the other institutes, and to the role of ECH in the cultural field. It examines the institute's willingness to cooperate and to develop projects in common within and outside ECH. The partner questions are from an individual point of view in

question four, five and seven, which focus on the features and preferences towards ECH. Questions ten, eleven and twelve focus on reflections made by the institute leaders on the other ECH members.

### Theme 3: Organisation/Structure

The organisation/structure theme purpose is to examine the development of the partnership relations into the network, this section is connected with the partner theme because of the natural development of the relation. The theme moves further into the structure of ECH, and starts with question six, where the institute leaders are forced to take a definitive position towards questions concerning the structure. In the ECH cooperation the organisation has been discussed in several meetings and this theme is investigating the different institutes restrictions and attitude toward more organisation in the network. Alternative solutions to the organisation structure are the main focus in questions eight and nine.

### Theme 4: Development

The reason for creating a network is that it would be beneficial for the involved partners, but is the network actually doing this? The fourth theme's purpose is to examine the leader's reflective vision of the cooperation. This is to explore the leader's prospect of the ECH when they have been talking about the structure, furthermore to return to the basis of ECH.

## 6.3 Selection of Respondents

The different institutions are selected to create a differentiated sight on ECH's work and how this should function and be structured. The countries are also selected in terms of their relationship towards European cooperation in general. Furthermore, it is an agenda that the institutes selected represent the different regions of Europe, which have been part of the European cooperation for a different timeframe. The countries selected are Denmark, England, Estonia, Czech Republic, Romania, France and Germany. These countries represent various approaches, practises and objectives toward the Hungarian environment, but also in a high degree toward the objectives of the EU. The institutes are developing the ECH cooperation, and the institutes objectives will be analysed before the descriptive analysis to assess their objectives toward Hungary and ECH.

## 6.4 Analyzing Strategy

The analysis strategy has the objective of giving the reader an understanding and an insight into the construction of the analysis. This help to make the analytical process more understandable and simultaneously allow the reader an overview of the analysis.

The analysis will be progressive, meaning that the knowledge acquired in the start develops the basis for the subsequent analysis. This means that the analysis will develop its own analysing objectives throughout the analysing process and return with a differentiated more complex product.



Figure 3: illustrating the overall analysis structure of the assignment.

Figure three are illustrating the overall segments of the analysis in this assignment: 1. The empirical knowledge and empirical clarification of the field and structure ECH is working in, 2. The evaluation, an analysis of the current structure ECH with the previously analyzed field combined with the theories. 3. The final analysis will upgrade the memorandum and analyze how it should be used in the field of culture. This is the overall process where the assignment is moving further into the complexity of ECH in the cultural field, in a hermeneutic process seen in figure 4 and practical in figure 5.

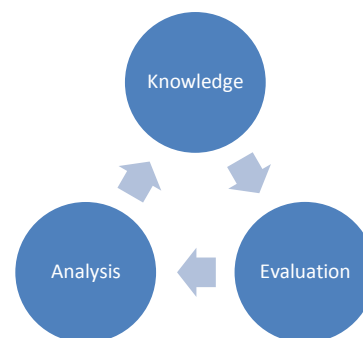


Figure 4: illustrating the hermeneutic process which never stops.

The analysis' overarching objective is to

use the acquired knowledge combined with the interviews concerning the ECH cooperation in the field, to make an analysis together with the adjusted theories. This analysis is creating new knowledge, which is creating a new approach to the more differentiated complex field.

The practical construction of the analysis is organised into four parts and an additional discussion part, which will be explained subsequently.

The national institutes is the first part of the analysis, which will clarify the single institutes structures, objectives, political agendas and approach toward the ECH network which the institutes wants to influence. The empirical knowledge is the second section of the analysis, which will clarify the empirical data and the basis of the environment which is analyzed. This section will be structured after the themes to elaborate the current opinions of the institute leaders who are deciding



the direction of ECH. The guideline, charter and memorandum will be implemented under the themes.

The third section is the evaluation of ECH's which will be analyzed with the theories, and constructs a basis for a developed product (Memorandum developed). The structure of this analysis will follow the related problems found in the previous empirical analysis, which naturally is related toward the themes because of the focus from the first analysis.

The fourth and final part of the analysis will take the previous evaluation of the ECH structure and reflect the new structured knowledge into a developed memorandum. The internal structure of the ECH cooperation has, in the evaluation, been upgraded towards present needs, but is this really enough? The subsequent discussion will seek a clarification on the postulated problem. Figure 5 is showing a general structural outline of the analysis which is explained earlier.

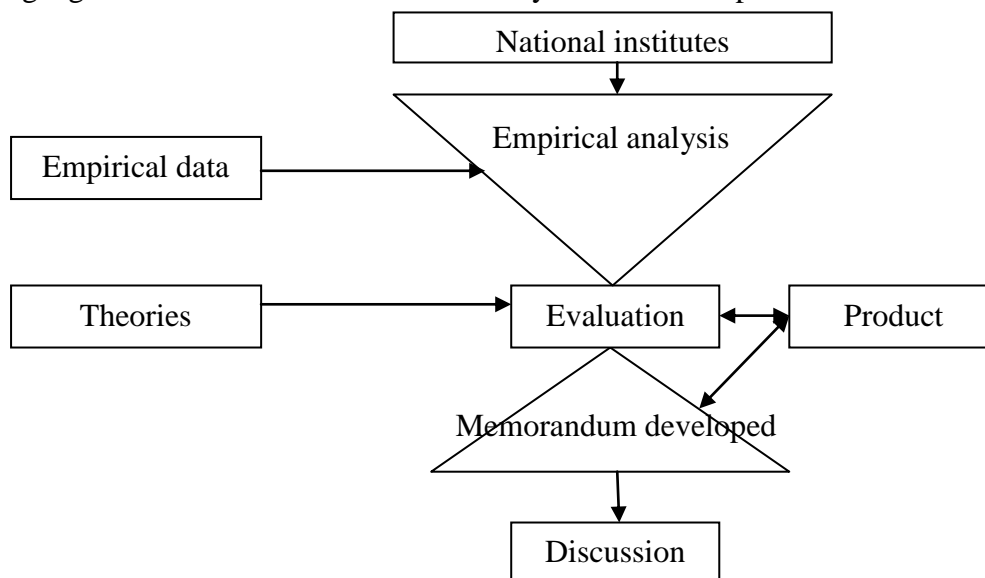


Figure 5: The figure is illustrating the practical build of the analysis.

## 7. Analysis

The analysis is going to product the basis for an answer of the problem formulated in the beginning. The analysis will start with the selected institutes, to assess the institutional objectives in Hungary and ECH. After the institute's assessment, the descriptive analysis controlled by the themes is being analysed. The descriptive analysis is gathering the relevant data for the forthcoming analysis which will make the foundation for an explanation of the formulated problem. The themes will be explained separately as far as it is possible, and will be summarized in the end of the part. The descriptive part is creating the foundation for the evaluation part.

The evaluation is using theories to expand the previous understanding into a more complex position, with selected subjects from the descriptive analysis. The objective of the evaluation with the combination of the data and the theories will change the structure towards a more fluent and pragmatic structure, with the selected problems. This is constructing knowledge concerning the problems and create basis for counter measures for the problems. This is an analysis of the structure, but also a development of the already made Memorandum from 2007

The developing memorandum will in the final analysis be examined with the previous theories, institutes leaders objectives and reflections of the researcher. The analysis assesses the current structure of ECH and then produces an development of the memorandum, which will also be analyzed. This will produce a more contemporary, complex, differentiated memorandum evolved through the current problems.

### 7.1 National institutes

The national institutes are developing the basis of the ECH cooperation with national objectives which are affecting the ECH. But what are the institutes' attitudes and position toward the ECH cooperation in the Hungarian environment? The forthcoming section will assess the institutions objectives, structure and perspectives toward ECH.

#### 7.1.1 Danish Cultural Institute

The Danish Cultural Institute (DKI) represents a Scandinavian perspective with a significant scepticism towards the European community and through this also scepticism towards constructing a common field of culture. The Danish Cultural Institute is partially supported by the state and partial supported by services made by the institute itself. This means that the institute has various

goals they have to achieve to acquire support. The Danish Cultural Institute is a small institute with two full-time employees and one intern, who are promoting and supporting cultural projects (Web 6). The national projects primarily concern exhibitions and music events, but also school trips to Hungary. DKI have a small network and is located outside of Budapest, where the majority of cultural events are being held. The DKI is an active institution in ECH in lifelong learning, sustainability and green issues, which are focus areas where the institutes have strong relations (Appendix 12 p.1). DKI utilises the ECH to reach a much bigger audience and promote events with national interests to this audience, but the institute also wants a stronger network without national interference (Appendix 12 p.1). The ECH cooperation are creating a dilemma for DKI, because DKI wants to promote national objectives through the network, but also wants to focus on wider EU related projects developed through ECH to the Hungarian environment. In this relation the institute is bigger than the projects and undermining ECH with unmodified projects made with national gain. This is not restricted to the Danish cultural institute, but all the institutes in the current development—they are just affecting the network in different ways.

### 7.1.2 British Council

The British Council represents an organization which is established to support British interests through cultural promotion, often through the language. The British represent the northern region of Europe, and a country which generally shows a resistance towards European cooperation and should be against further cooperation which can construct a more integrated European society.

The British Council is a large organization in the cultural segment in Hungary, and this is especially enforced by the English language which is highly desirable. The desirability creates an opportunity for income which is being used for cultural projects. The British Council is registered as a charity in the UK and through this receives a grant from the British government, however the main income is earned from teaching (Web 7). The British Council is the United Kingdom's international organisation for educational and cultural relations. The ideologies are to connect people with learning opportunities and creative ideas from the UK to build lasting relationships around the world. This is a noble achievement, but the lasting relationships are made through the English language, which also cost a significant amount of money to achieve.

In Hungary the Council promotes UK education, the English language and cultural exchange, with local partners as well as with other national institutes. The British Council is a very active partner in ECH, and has had responsibility for several projects in ECH. The British Council have the

responsibility for the project funding inside ECH and encourage further developed integration of ECH (Appendix 11 p.3). The further integration of ECH entails a stronger network with leverage on the cultural field. This is positioning the ECH and the involved countries in an advocacy role where they make an impact on the country politically and socially (Appendix 11 p.2).

### **7.1.3 French Cultural Institute**

The French Cultural Institute in Hungary is a big institute with subdivisions in Pécs, Debrecen, Győr, Miskolc and Szeged and employs over 30 teachers. The French Institute is supported by the French government and because of this is obligated to support and promote cultural arrangements coming from France. The French have a history for constructing and expanding their society through culture, social interaction and structures, and this is evident in Hungary. The language is used to earn money and promote the country through more French cultural events in Hungary. The institute works much independently through a vast network and many cultural events, such as music and theatre every week. The cultural institute has close cooperation with the Goethe Institute because of historical relations between the countries and more specific in the common relations in the Franco cooperation, which have specific funds for Franco-German projects (Appendix 6 p.5). The French Institute is not advocating for political influence or an improved cooperation with the ECH network, but is reserved toward further development of ECH. The French Institute is a substantial individual player on the Hungarian cultural field, with a very big network specialised in multilingualism and artistic culture (music, dance and theatre). The French Institute wants to promote ECH in subjects where the French Institute can achieve new segments in Hungary, these subjects are science and the environment, where the different institutes can bring separate knowledge which strengthen the single institutions and the French Institute new audiences (Appendix 6 p.2). The French Institute is clearly more restricted toward the ECH than the other countries, but they are a part of the network, so they are not neglected in the bigger events.

### **7.1.4 Romanian Cultural Institute**

Romania is a country with a significant relationship with Hungary both historically and geographically. Romania represents the new eastern countries, which have been incorporated in the EU in recent years. As a new member of the European community the Romanian Institute is positive towards more multilateral cooperation in ECH (Appendix 7 p.1). The cultural institute is

smaller than the British, Goethe and French institutes, but bigger than the Danish, Estonian and Czech institutes with seven employees and two offices in Budapest and Szeged. The Romanian Institute is supported by the Romanian government and through this is obligated to support and promote cultural arrangements coming from Romania (Web 8).

Romania and Hungary have a common history and people, and the Romanian minority in Hungary is a focus area of the Institute, which organizes special cultural events for the minorities. These events promote the common field, but also a strong emphasis being placed on promoting Romanian culture in each artistic field. The events are being made in cooperation with local partners, where they have a big network and also function as a mediator for Romanian business companies.

The Romanian Institute wants to develop the ECH, and searches for active cooperation by the European partners in ECH. (Appendix 7 p.5) In ECH the Romanian Institute has just finished the presidency, where they tried to promote contacts between the national institutes and a Romanian company. This was a clear offence toward the membership role of ECH, which was unpopular with the other national institutes. The Romanian Institute is positive to more cooperation, but very resistant toward more bureaucracy in the network, which will destroy the enthusiasm and mutual respect of the participants. The Romanian Institute has the connection to the Hungarian and Romanian audience through common history and minorities—these connections and knowledge are highly valued in ECH. The Romanian Institute wants to strengthen the ideologies of the network with overarching EUNIC values (Appendix 7 p.3), and wants to share the practises of the more liberal institutes to achieve pragmatic experience.

### 7.1.5 Czech Centre

The Czech Centre is a small institute with only four employees, sharing their facilities with the Czech Embassy in Budapest. The Czech Centre comes from a country which, since its introduction to the European Union, has had a very liberal position towards the cooperation within Europe. This is also the case with the culture institute which is earning money by selling services in private constellations (Appendix 8 p.6).

The mission of Czech Centres is to develop a dialogue with foreign publics and promoting active presentation of the Czech Republic in all areas of culture, science and education, trade and tourism. The standard is to assist in the promotion of Czech culture in programs in the countries of operation (Web 9). Literature in particular is a big focus of the Czech Centre both in Hungary and ECH because of its literature export, this is a field where the Czech Centre can earn money together with

language courses. In ECH the Czech Centre is positive toward more influence from the overarching EUNIC if they can create liquids for a developed structure (Appendix 8 p.2). With the liberal approach the Czech Centre is focusing on the Hungarian environment to sell its services, and the services inside ECH should not follow national interests which have limited focus. The projects should be overarching EU values which are involving the Hungarians with internal developed projects to attract possible sponsors and money in the Hungarian cultural market (Appendix 8 p.2). The liberal approach characterises the work of the Czech Centre, the money on the cultural field comes through services from the institute, which determines the cultural development. This is a diametrical opposition to the French Institute which is focused heavily on promoting its pure values.

### 7.1.6 Goethe Institute

The Goethe Institute is a big institute which works mostly in the linguistic field, teaching language for a fee. The Goethe Institute has six language teachers in Budapest and 28 employees in total (Web 10). The Institute is supported by the state, but works independently and is politically independent from the state with its own structure. The Goethe Institute prefers to work with local partners on a project basis to combine expertise and work in a cooperative dialogue (Appendix 10 p.1). The institute's focus areas are similar to the other institutes on the regular national culture exports, but also on political themes. The cultural institute has moved from a supporting role toward a more promoting role together with the regional partners in the field (Appendix 10 p.5). This is a role where the institute has control over the projects being made, and where they can differentiate the program to the specific segments target. The Goethe Institute is supporting multilateral cooperation, but cooperation with a clear structure and clear leadership (Appendix 10 p.1). In the ECH network the Goethe Institute's goal is to be very active, and always have, in their internal policy, money set to the side for projects connected to EUNIC (Appendix 10 p.3). The Goethe Institute is, like the Czech Centre, focused on the local audience essential position toward ECH events, the product should always be developed in cooperation not only promoted with local partners to reach the audience optimal. The projects should be anchored in the local environment with the potential to affect the political environment also. The Goethe Institute is not directly promoting the political environment on the backstage (will be explained in the descriptive analysis), but promoting the social environment to create critical projects (Appendix 10 p.3). They are moving into the complexity of the environment and through these developing lasting relationships with agents in the field. The same attitude is toward the ECH network, which as a bigger network can

work with complex or simple projects to a vast network, but the cooperation within ECH is just too unstructured. The missing structure of ECH is producing unclear ECH objectives, and through this also internal confusion (Appendix 10 p.3). The ECH network should focus also on projects where the institutes are providing to a unity instead of diversity, this is going to produce internal development, but the basis has to be developed first.

### 7.1.7 Estonian Cultural Institute

The Estonian Institute is a small institute with two employees; this limits the function of the institute in the range of making cultural activities. The Estonian Institute has two main institutions in Tallinn and Budapest. The main objectives of the Estonian Cultural Institute are to produce activities as a non-governmental institution. The work is directed by the General Meeting and the Governing Board elected for three years, and the Estonian Institute is supported from the national budget via the Ministry of Culture. This is supplemented by targeted financing from various sources for specific undertakings (Web 11). The affinity for Hungary comes through the shared relations in the lingual field, and the pragmatic connection to Central European cultures.

The Estonian Institute is cooperating to a large extent with the Scandinavian cultural institutional sectors, especially the Finnish which cooperates in the region (Appendix 11 p.5). The Estonian institute has a niche culture in the Hungarian environment and uses the ECH to reach a significantly bigger audience. Because of its size and resources the institute's possibility to reach audiences as the French or English institutes is unlikely, and for the projects inside ECH promoting the differences of the countries, Estonia will be outdone in the cultural interest from the audience. The focus from Estonia toward ECH is also to produce events internal in the network with a common front of ECH.

The projects coming from the institutes are not optimal because the institutes are very different, but the focus should be on overarching EU values under the ECH cooperation (Appendix 11 p.3). The Estonian Institute needs a more structured ECH with more clear objectives from overarching structures to achieve the optimal from the network, without legislative regulations which would be an overwhelming obligation for a small institute.

The institutions have different structures and objectives toward the ECH cooperation, all the institutions want to strengthen the structure to add dimensions to the national institute's work. The structure would, for the majority, not be developed through more bureaucracy and legislation which

would burden the institutes even more. Political or non political leverage? With a strengthened internal structure the institutes can function as a united player that can have a bigger influence, but this is not all the institutes first perspective. The objectives of the institutes toward the ECH cooperation are clearly focused around overarching projects including EU values. These projects can unite the institutes under one flag and take advantage of shared practises and connections to develop additional projects which constructs new connections.

The forthcoming analysis will assess the institutes' common objectives, structure and perspectives in the Hungarian environment, which is creating the foundation for partnerships and organisational structure for ECH.

## 7.2 Descriptive Analysis

The descriptive analysis will be structured after the themes made in the interview guide. This complies with the overarching objectives of the assignment. The general knowledge portrays the Hungarian environment, the partnerships are portraying the cooperation of the institutes, which are inflected by the Hungarian cultural environment and the network portrays the internal structure of the cooperation, which is a result of the two previous sections. Development is not related directly to the overarching objectives of the formulated problem, but nevertheless an important component is to incorporate a time dimension with the previously made memorandum and perspectives to develop the network to the current environment. From the wide environment to the differentiated environment the themes spirals in and around the ECH cooperation, in this way creating the environment for the descriptive analysis and the analysis in general.

### 7.2.1 Culture Development in Hungary

The first theme explains the approach the institutions have toward the cultural field in Hungary, this is on the most fundamental level which the institutes reflect. The fundamental levels have been seen in the ideological work in the guidelines, which will be incorporated in the practical sights on the cultural field. This section is important toward creating a common differentiated structure which should contain the differences which makes the network productive. The section focuses on the conservative movement of culture in Hungary and ECHs role in this environment.

The cultural environment of Hungary varies significant between the country parts, all the institutes (except for the Danish) are placed in Budapest, where also the majority of the cultural development



are based. The events made by the ECH are based in Budapest as well in close cooperation with the EC, which is a consultation member of ECH. The culture in Hungary is centralized in Budapest where the decision makers also are positioned, which can be seen in the change in the cultural top and through this the cultural direction of the country. The cultural development in Hungary is influenced by the political agenda which has moved towards more conservative tendencies. In Hungary the culture is within arm's length of the current government, meaning that the cultural course made by a conservative rule has a substantial influence in the structures of the cultural field.

*“At the moment Hungary is got its current priorities which is especially emphasizing its own richness of Hungary and it the strength of its own culture. (Appendix 11 p.1)*

The quote shows the direction of the Hungarian culture which emphasizes the richness of its own culture. This is natural for countries to focus on their own strengths of the structures and promote this internal as external. This is a development which has been structured to support the current government, which also can be observed on the strategic positioning of the government-friendly agents in significant administrative positions for the culture (Appendix 7 p.1). The strategic positioning combined with the current government's quarrel with the European Union (see introduction) has an immense influence on the cultural field, especially for ECH as a promoter of European values. The development of the culture in the Hungarian society is moving against the fundamental ideological of ECH which is promoting diversity of the people and structures within the different countries. The control from the government together with the homogeneous society of Hungary makes the cultural field and its development easily influenced by political agendas. This makes the social cultural field more closed than most European countries (Appendix 8 p.1). With this composition of the cultural environment the multicultural correlation is not as visible as it is the case in the rest of Europe, and this is forcing the programs of the ECH to reach the mainstream people segment. In this environment the promotion of events needs to be differentiated specially to the system to attract people. With a homogeneous conservative cultural environment the ECH needs to differentiate events to the society and actively promote the programs greatly. ECH is an external cultural promoter/player in the Hungarian environment which behind the scenes has close dialogues and briefings with public institutions and ministers (Appendix 12 p.1). The network can, with its loose structure, decide to follow the conservative direction or being an alternative promoting network. With the development of the cultural environment in Hungary the events produced by

ECH are even more important to promote to the Hungarian people according to the institute leaders. These have been the objectives of the network since it was established in 2007, but the environment has changed with the more conservative cultural direction of the country. ECH plays its role on two different stages (Appendix 12 p.1):

- Front stage: cultural events for the society.
- Backstage: influence on the policy makers.

The two different stages are demanding a highly internal understanding of the ECH network. To influence the policy makers the ECH have more leverage as a united network, but the projects are also promoting the internal differences of the institutes. A more developed understanding will strengthen the foundation of ECH, and therefore also embrace the differences and make it to an advantage in the cultural field, which will be elaborated upon in the evaluation analysis.

The practical cultural events of ECH have not changed because the Hungarian society hasn't changed yet, but a structural change will affect the agents of the society, which have to be taken in consideration of the perspectives for coming projects. The influence on the policy makers, have in the current development moved the leverage role on the official agenda for the meetings in ECH. The ECH will take advantage of the change at the conservative development of the government and the change of culturally positioned persons. In this structure ECH will influence the new conditions to implement better cooperation and a reciprocal relationship with persons in important positions. ECH is an actor in the cultural field with significant connections and a lot of experience with cultural projecting which could be utilized by the public agents (Appendix 11 p.1). The mutual dependence between ECH and Public agents develop a relationship where the structures can influence each other. This is evident with the ECH and to utilise the position the British Council's work on the multilingual language field, where development of awareness of other languages is contributing to quantity abolition of synchronization dubbing at a number of TV-channels movies (Appendix 9 p.2). This is a combination of affecting both the front stage and backstage through experiences from other countries and events made promoting multilingualism.

ECH is not a part of the general development in Hungary but promotes the strengths of Europe by showing the diversity and unity of the countries as strength for cooperation. Although ECH is not a major agent of the cultural development in Hungary, their networks role for the development is not to be neglected. As the British Council explains it:

*“On the one hand ECH can contribute to be a showcase what other cultures and other countries are doing on their cultural scene, and they can showcase the cultural strengths collectively.” (Appendix 11 p.1)*

ECH can with its embedded structure of individual institutes with individual politics, structures and agendas be a case of practice for promoting the differences between the structures as a strength.

*“And on the other hand Eunic also have a role to reinforce the values and stands of Europe, so within Europe therefore areas like multilingualism and understanding cooperation and trust, all these are important in the wider context, and combating extremism.” (Appendix 11 p.1)*

ECH's role in Hungary is to show European values through the institutes' diversity and collective cooperation in the cultural field (Appendix 5 p.1-2). Through events the diverse stands will be evident by the differences of the participating institutes. But furthermore the cooperation of events strengthens the cultural coherence on a wider scale which is the overarching and fundamental goal of Europe. The essence of EUNIC is to develop projects that generate a bigger stage of cooperation across of individual priorities of different institutes.

The Hungarian field of culture and ECH working in the field is affected by the conservative direction of the country's government. This is affecting the ECH to work more politically than previously, to seek influence and through this promote diversity. The institutes are all working individually and transnational on the cultural field to promote own objectives, this influence on the ECH cooperation where the national institutes are using the platform to promote own values and not overarching ECH objectives. EUNIC is an additional cooperation which is combining the EU objectives and Hungarian cultural environment to produce a greater understanding of the differences between the countries, but also various related grounds.

### **7.2.2 Partnerships**

The Hungarian cultural environment is developing in a conservative direction, and to utilise the market optimal, the creation of partnerships is a method to take advantage of shared connections to promote events. The ECH objective is to promote European values in connection with the

Hungarian environment, where the institutes have different strategies and preferences toward the partnership's creation, but the differences are the strength in the partnerships in ECH.

The institute's preferences towards the ECH are positive in relation to being an active partner for the network, this ensures partnerships that are active in the ongoing communication in the cluster, and a network that is filled with input from the institutes to create events. The positive attitude towards the proposing of events creates a natural dynamic inside the network which also facilitates the diversity. Inside the ECH network the institutes can develop different and wider ideas which can give a unique point of view (Appendix 9 p.3). The partnerships are supported by ideological reflections and ideas in the Standard charter and the Memorandum which is stating the following:

*“will support the member state holding the EU-presidency through innovative partnerships that demonstrate the value of cross-European collaboration and the diversity of European culture.”* (Appendix 4 p.2 & Appendix 5 p.2)

This is not only during the EU-presidency, when the innovative projects will be hold in the countries, but is an ongoing collaboration with the hosting country of the cluster. The basis construction of the clusters is to promote cooperation with interested partners, especially internally with the cultural institutes. The internal structures with the institutes have been constructed with a first binding contract in the standard charter and through this follow the ECH objectives. This contract sets the partners as full or associated members of the cluster, this means that from the start the partnerships are divided into two different categories, and with the Hungarian cluster three categories (Appendix 5 p.2). The partnerships are developing, for the institutes within the same level of influence, which is developed further through a common ECH objectives understanding. The natural dynamic in the common construction is creating and developing a basis for fruitful partnerships. The associate members have on the contrary only access to the communication of the partnerships, and in this relation are omitted from the basis contracts in the cooperation.

The partnerships are not only occurring because of the ideological basis of what the institutions have agreed upon, the institutes are also producing pragmatic work that is unifying the different institutes into partnerships. All the partners are active in the relation to propose projects and many of the other partners want to be part of the programs for different reasons. Both small and big institutes want to take advantage of the connections made by the other institutes on the cultural field, and want to project the messages in the produced themes. In this respect the advantage of

practical objectives such as buildings, administration and openness of the cultural institutions are also creating bindings for the cultural institutions and the EC.

*“will share good practices and expertise among cluster members on projects, cultural policies of the guest country, organisational and administrative issues.”* (Appendix 5 p.2)

The institutions are agreeing to sharing practises and facilities when projects are made, in this way events are creating partnerships on a very high level, this is not only limited to the contract, but is an ongoing communication and cooperation that is developing the partnerships. This develops not only pragmatic connections to ensure that the institutes are visible and available in the events and for the public, but also connections which develop a mutual respect and inclination between the institute leaders (Appendix 7 p.4).

With an ideological and operational basis of cooperation decided, the institutions can develop the basis of understanding in the network. This has been projected in the events where the institutions are using the diversity to create a unique event for the society from an alternative source. Partnerships are creating a zone which is against prejudices of the different cultures, through the cooperation and the basis of understanding, the institutions are reflecting their own policies through their partnerships.

The ECH is bigger than the institutions separately and the cooperation should create a plus sum game for the institutions involved. The events are obvious means to reach this goal. The different institutes have different beneficial assumptions to be positive towards the network, except for the basis to promote common values. In a network the partnerships can be created to reach mutual beneficial objectives with only a fraction of traditional projects, ECH is such a partnership and in multicultural projects the partnerships have the advantage of the shared access to publicity. The ECH are developing partnerships within the structure and also outside the structure of ECH, this is a process which is also seen at the EU and its functional spillover. An overall beneficial objective for the institutes is to have a strong ECH to take advantage of the collective position in the political environment—this is a strong signal and a strong advocating position (Appendix 11 p.7). In the conservative development the Hungarian government is taking, the strong advocating position is useful in the quest for political leverage. On the matter of political influence the institutes are divided into more traditional positions towards the interference with the local society. The Nordic and big institutes are prospectively looking at the possibilities to interfere with the political sphere, the east and southern institutes which traditionally have no arms length between culture and politics

are more conservative toward political interference. Both of these approaches are evident from the institutes own approach toward the political scene, but not in the matter of ECH, being only internal. The partnerships and the guidelines made by ECH are forcing the institutions to develop a stance toward the political scene of Hungary, maybe not externally but internally. The stance is developing the institutes to receive positions from the network, and in this context become a two-way interaction.

The partnerships are not only pragmatic constructions to meet a higher purpose and a more elaborate audience, the partnerships are also created on the basis of mutual and differentiated understanding, which creates different projects within the structure and outside it. This is helping the ECH cooperation and its objectives to be sold to the Hungarian people, as long as the national institutes can differentiate the structures from each other.

According to the institutes the networks are especially important for the small institutes which can use the cooperation for publicity and use the facilities of the bigger institutes (Appendix 11 p.7). The publicity comes with a price for the small institutes, the events burden the institutes with a significant workload and a focus which is difficult to administrate for these institutes (Appendix 9 p.5).

The partnerships develop despite of the many differences in ECH, and the partnerships are being created to produce practical, ideological and diverse events—the partnerships develop the network from within and outside. The partnerships are an ongoing development which produce mutual respect and break down prejudices among the participating institutions. The partnerships positive attitude and the development are evolving the partnerships in the Hungarian environment, which the network wants to utilise. Partnerships are perfect opportunities to reach new and bigger audiences for differentiated programs, but also for the institutes to learn new practises.

With the closer cooperation inside ECH the communication is under an ongoing development, which increases the partnerships within and outside ECH. The institutions have different objectives toward the ECH cooperation, and through this the partnerships depend on the common developed structure of the cooperation to create a successful network. The attitudes toward partnerships are positive and the need for EU related projects are recognised by the institutes, but is the structure facilitating this? This will be clarified in the coming section.

### 7.2.3 Networks Organisation

This section will deal with the early structure made in the network and how the national objectives are interfering with the networks objectives. The counter measures is already implemented in the memorandum, with the function of project groups, but not utilised in the network.

The networks organisation is a product of the structural objectives made in the construction of the network with the acceptance of the standard charter and its ideologies. This combined with the internal development of the partnerships and the developments in the environment are developing the organisation of the cooperation. The acceptance of the charter and the construction of the network ECH were done in 2007 where the foundation of the Hungarian Cluster was signed. The structure was further developed with the creation of the Memorandum of Understanding which 11 institutes signed (Appendix 5 p.5). The memorandum of ECH is structured after the Guidelines and standard charter, which is promoting the EU through common cultural projects and other adequate forms of collaboration in cultural project activities (Appendix 4 p.2). In 2007 the memorandum of understanding was developed but have not developed further in the years after. The participating institutes have in the meantime changed from 11 to 16 institutes and the Hungarian environment has made a conservative change in the culture. The partnerships have in the ongoing cooperation within and outside ECH developed, but the structure has not followed this development. The cultural field is moving all the time, and the ECH structure is not sufficiently developed to seek the public at the current movement.

*“you have to find the public for it, this is the most important thing to find the public for it, and my first experience here is that it is so different from traditional diplomatic traditions, you don’t just have to prepare the programs, but the main task is to find the public and this is new, because I think that cultural management is about this subject, you have to find the audience, 95 % is to seek for the audience and to promote”*  
(Appendix 7 p.5).

The cultural field has changed and the promotion of cultural activities has also changed—the management has changed towards audience-determined events in cooperation with the Hungarian domestic public. The structure of the network is not currently developed to promote European ideas because of the missing differentiation toward the Hungarian environment and external structures which are developing all the time. This means that the partnerships and environment are developing

in a high degree, but the structures and working objectives are not developed to the content of setting an agenda for the network. This consequence of the distortion can be said shortly:

*“When we are too nationalistic and not enough European”* (Appendix 12 p.1)

The quote refers to the Danish Cultural Institute which means that the worst aspect of the cultural cooperation is too much interference from the national cultural institutions with their own national interests. The national interests are creating the foundations for ECH partnerships, but too much national interest can develop interference in the internal structure of ECH, which have the possibility to divide the objectives of ECH into a vague formulation. This makes the cooperation more individually structured, with events to follow the individual focus. National interest can be seen on the most consistent ECH event. The European Cocktail Language Bar, is an event where the national institutes with a major focus on language teaching and an economic prospect of the program, are very determined to the program, this can be seen at the British and French institutes, which have strong national offers in their languages (Appendix 7 p.3). The national institutes are creating the projects, and as long as the ECH structure is not sufficiently structured, the national institutes are producing events developed in the national field. This leads to the problems stated by the French institute;

*“I mean that everyone can have an opinion and my opinion is the best, but then off course first difficulties that we don’t have the same opinions, we don’t have the same missions, one could be a little more political and another could be completely cultural and we don’t have the same capacity, this makes the thing that we are not, we don’t have the same houses exactly, everybody have a different way of working and then it makes a little more complicated but interesting more to.”* (Appendix 6 p.2-3)

Everybody has an opinion and my opinion is the best because this is working for this national institute in the cultural field. This mindset and approach do not comply with the objectives of ECH, and is a diversity which is dismantling the productive diversity in ECH. The diversity shall in the structure be utilized for practical use of ECH and the national interest must be hindered through a development of the internal structure. The network’s basis is not sufficiently developed, which is contributing to a more diverse set of programs from the ECH. Reflections and strategies concerning how to reach the audience have not been ascribed to the cooperation of ECH, and these produce



pragmatic events and pragmatic partnerships, which are produced through national interests. The development of the structure begins with the principles of EU values, as said in the quote from the Danish Cultural Institute; too much national too little EU, the EU values need to be emphasised more in the cooperation.

The focus of the ECH is to promote EU values through the diversity of the countries, but also the EU's common relations in the countries. The diversity and common relations is a focus on bigger issues, where national perspectives only play an additional role in the plus sum game, and do not override the EU's values (Appendix 7 p. 3).

Again the Cocktail Language Bar is a perfect opportunity to promote both the diversity and common relations in EU and together with this the literature night, which also focuses on the language, which is related in Europe. These are projects promoted by national institutes, with an advantage for the country, but also promote the EU. Language is a field which can develop partnerships and promote European values, and under this the critical journalism could also be promoted, which is important in many European countries and evident for the European political scene (Appendix 10 p.3). With the focus on EU objectives the Hungarian audience is automatically involved in being a part of Europe, in comparison to the national interests.

*“Promoting European agendas and values, sharing best practice, flagship projects or not, limited topics, following the EU commission’s slogan of the year (the year of inclusion/exclusion, volunteering, active ageing and the like)but again diversity and values are on top.”* (Appendix 12 p.2)

This quote shows the objectives of the strategy concerning the development of the ECH, to promote the EU values, European agendas and values is the best way to structure the network. The EU related projects will change the structure from the previous enthusiastic approach toward a more organized approach; the structured method is going to ensure a more elaborate progress of reaching the audience for EU-related projects (Appendix 7 p.3). The projects suggested by the institutes includes: the climate, architecture, lingual issues, active ageing, migration and joint research. These subjects are related to the EU focus areas and have the potential to develop a multilateral focus of the ECH (Appendix 11 p.4). Still the diversity of the different institutes makes the focus various to the overarching programs of EU as too political or too far away from the national focus areas. To focus the events of ECH close to the EU objectives, the national institutes can promote events

without setting the national position on the line. A more developed internal structure can help the network to reach objectives as a common network, which the national institutes cannot. The EU focus of the network limits the national inputs toward the same network, and in this way eliminates the confusing agendas. The developed structure should not be supported by a legislative structure which restricts the network to work with the open partnerships. The national institutes are filled with legislations from the individual fields, a legislative structure could encourage the search for EU money for programs, but with the basis organisation of ECH not sufficiently developed, and the legislations would not be a current step. The legislations would, in the current network, diversify the institutes even more than unify the network, and break the enthusiasm of the events (Appendix 7 p.3). The new objectives have to be supported by structures inside the network if the change in objectives has to create continuity and be developed between 16 institutes. The legislation is, at current time, impassable toward the institutes own restrictions and approach, and a bureaucratic system which is regulated by rules and regulations will limit the networks freedom to construct events and with a real interest in the environment.

The combination of practises is creating a special operator of cultural events in the Hungarian cultural market—this should be utilised in the progress of developing events, and through this the structure of ECH. Working groups inside the structure can develop EU-related events on the enthusiasm and mutual relations which are very productive. These working groups have the possibility to transfer nationalistic issues in the events, from the overarching discussion in ECH meetings. This develops the internal structure and removes the nationalistic, diverse discussions from the monthly meetings (Appendix 10 p.3). The working groups can also implement the second and third part members of ECH into a more constructive member's part to the relevant events, which also will be automatically limited to only EU-related events.

The networks current organization is criticized for not reaching the agenda which initiates the construction of ECH. The network organization's memorandum is developed in 2007 and hasn't been adapted in the modified environment. This has made the national institutes promote events without a clear EU profile, and through this dilute the EU values and internal structure in ECH.

The network has to develop the internal structure from within, to deal with strong external partners who are making the network. The external partners have, with the weak network organisation, used the network to produce individually based events (of course with at least three partners). These events are showing the diversity of the countries, but also creating internal confusion and an

unstructured process in the events. The institutes are dependent on the network to pressure and achieve to a higher degree as they can as national institutes. The internal structure has to be developed from the inside, without legislations which obstructs the free process, but with selected groups which, through events, are developing the ECH cooperation in a focused environment.

#### 7.2.4 Development

The development of the ECH cooperation is, according to the institute leaders, difficult to comprehend with the common ground so diverse, which is shown in the ECH cooperation. The perspectives concerning the development of ECH are not easy to discover with the uncertainty created by the pragmatic nationalistic advantage in the networks fundamental structure. The development should focus on the relations between the institutes, this is a foundation which is based on mutual respect and positive attitude toward bilateral cooperation. With the current structures of ECH the common field is diverse, and the institutes are both creating the diversity and repelling the same tendency. This leads the network to an improved internal strategy to be less complex to reach a more simple two way communication with external partners; as the British Council states:

*“I think we got the basis and we have already proved that there is a desire to cooperate, I see it developing that we are a bit more strategic but not to the extent of having different levels.”* (Appendix 11 p.9)

The basis is developed on the cultural institutes relations toward the EU, which have common perspectives but also different perspectives. In these perspectives and the common field of Hungary, the institute’s cooperation is a constructive interaction between the structures and their agents which leads to a more developed internal structure.

The different levels could be a legislation level where the institutes are creating a more bureaucratic organisational structure to achieve European funding for the projects—this has been stated by the Germans and the Czech institutes to get funding for ECH projects. This makes the ECH into a bigger player on the Hungarian cultural field, but the internal development is not sufficiently developed, and it would lead to a more diverse network currently. The ECH networks agenda is to produce EU-related projects to show the diversity and unity in the European environment and people. This is an area that Hungary has for years fought to be a part of, and which many Hungarians are fascinated by, highlighted by the events made by the ECH so far. EU values are showed in the bilateral cooperation between the single institutes, for pragmatic reasons, to get the

logo of a EUNIC project or promote projects to a bigger audience than they were developed for. The bilateral cooperation's are creating numerous projects in ECH with the national institutes promoting national perspectives; these projects are good projects to promote limited programs developed outside ECH. Because of the bilateral, limited focus they don't reach the objectives of the ECH and should be kept outside the ECH cooperation. Multilateral cooperation with several institutes on the contrary has the potential to reach a bigger audience because of its elaborate development (Appendix 11 p.9). Multilateral cooperation will automatically be looking toward a bigger Europe because of its differentiated composure, but this can also be made with external pre-existing projects. To encounter the individual influence on the cooperation, multilateral projects will be suggested by the national institutes with focus on the EU values, and developed internally by special project groups. This is actually already implemented in the Memorandum of understanding, but not made in practical terms. Working groups to develop projects specialized to the environment of Hungary are producing a more elaborate project form, which can contain both the differences and the unity of the participating institutes. The overarching goal with projects related to EU values entails a more close cooperation with the EC. The institutes own development is moving away from supporting projects in Hungary, toward promoting their own developed projects in connection with local partners, which ensures audience-gearred projects. The same gearing is wanted in ECH with EU ideologies discussed by the institutes in close cooperation with the EC representation, and be developed in close cooperation with local partners on a project basis. This makes the overarching ECH network a closed environment with potential to promote its diversity. The internal development is for some institutes seen as preparation for creating a European Cultural representation which through events generates funding from the European Union, but currently ECH have to go back to basics to clarify the objectives and means for the network. Figure 6 illustrate the current deficit of the ECH structure, and how the individual institutes influence on the cooperation is diluting ECH.

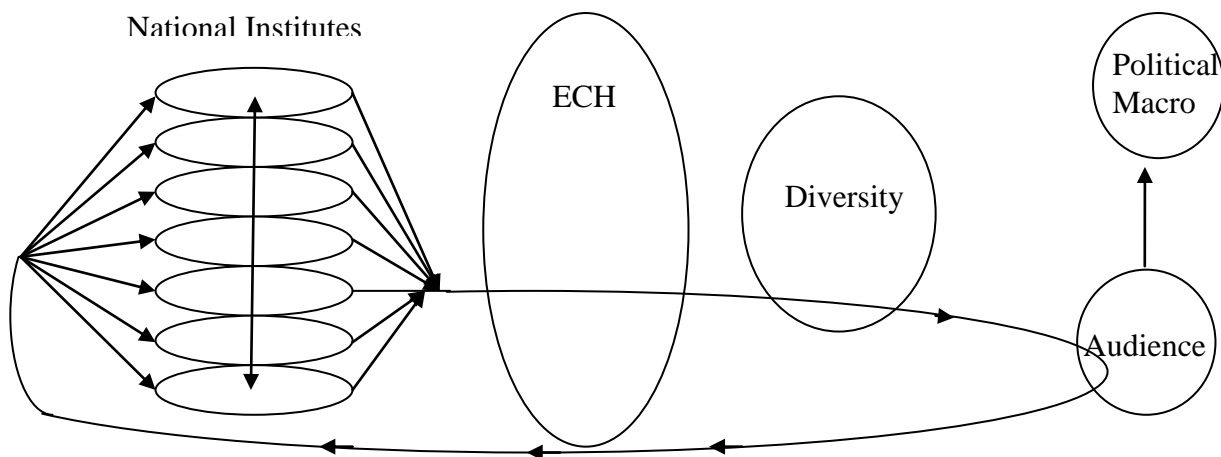


Figure 6: Is showing the national institute's utilisation of ECH

The development of ECH is composed of the current problems with the ECH cooperation and the institute leader's actual perspectives of the network. The structure of ECH is frustrating the institute leaders with its chaotic meetings and subjective objectives. A clear strategy of the network is wanted for reaching its objectives, but not through legislations or rules which will burden on especially the small national institutes. From internal cooperation and interaction between the institutions through a developed strategy, and next through EU-related events developed in special project groups. The overarching objective is to develop the ECH network to a plus sum cooperation which is an addition to the limited national institutes and partnerships within ECH.

### 7.2.5 Preliminary Conclusion

The preliminary conclusion is a summarisation on the descriptive analysis—this part will in short terms explain the environment that the ECH is functioning in, the creation of partnerships to utilise the environment, the structure of ECH to facilitate the demands and potential, and finally what the institute's prospects are for ECH to be successful.

The cultural development in Hungarian society is affected by the conservative direction that is promoted by the Hungarian government. This is developing in a country where society is very homogeneous. The conservative direction is enhancing the need for cultural alternatives and diversity according to the institute leaders. The ECH is trying to influence the cultural field on two levels; the social with events and the political with influence on the policy makers. ECH's role in Hungary is to show the European values through a plus sum cooperation concerning EU objectives and Hungarian cultural environment.

The partnerships develop across of many differences in ECH which includes ideological, practical and methodological differences. But one thing they have in common, they are all related to EU and

the work in the cultural field. The partnerships are an ongoing development that are producing mutual respect and break down prejudices among the participating institutions, so the network reflects the principles they are promoting. The positive attitude and the development are evolving the partnerships in the Hungarian environment, which the network wants to utilise. The construction and combination of partnerships is opportunities to reach new and bigger audiences for differentiated programs, as well as for the institutes to learn new practises. The partnerships are creating a ongoing environment in which the cooperation is developing the relations inside and outside ECH. But the relation between national interest and EU interest are diverse between the partners, through this the partnerships depend on the commonly developed structure of the cooperation to create a successful network and a closed functioning structure. The structures of the ECH cooperation is the internal framework which separates the international/transnational events, from EU events, this should direct the partnerships in a direction where the EU objectives are in focus.

The structure of ECH has not been developed since the initiation through the memorandum in 2007, which has negative consequences for the structure of ECH. Reflections and strategies concerning how to reach the audience have not been ascribed to the cooperation of ECH, and this produces pragmatic events, which are produced through national interests. The internal structure of ECH has been diluted by the national institutes and their interests, which are creating a confusion of the ECH direction and field of objectives. The confusion can be dismantled with a development of the internal structure of ECH with clear objectives, programs and members inside ECH. The objectives should follow the EU values and agenda and be structured within the network. Working groups should be used to develop the internal structure, without legislative bindings, to maintain the enthusiasm in the partnerships. The working groups should be selected through events which are developing the ECH cooperation in a focused environment, and this removes the networks focus toward a more restricted field of objectives, and through this a more consistent network.

Predictions cannot be made, but reflections toward the current development of ECH are the focus of the development section. The development of ECH has created a diverse structure, and the different institutes observe differently on the present and current development environment. The lack of structure intensifies the institutes' frustration toward the network and national interests being proposed in the multilateral environment to produce events. This can be made in a network which has a weak structure and underdeveloped objectives, and of course also an underdeveloped working paper of the network, which is neglected. The institutes want further cooperation which can add

dimensions to the national institutes work in Hungary, not through more bureaucracy but a more loose and creative approach to keep the enthusiasm within the system. Focused project groups are already mentioned in the memorandum, but not used with ECH focus with local partners, these working groups will take the programs and make them more diverse and unify the ECH cooperation. The pragmatic reason for more internal cooperation is to share the field of culture in Hungary, learn to be better for the individual institutes and reach bigger goals.

### 7.3 Evaluation

The evaluation analysis will employ the theories to progress further into the described problems which are making the ECH dysfunctional. This is not only the problems, but also what the network is doing well to reach their objectives and improve these toward the current environment. The objectives of ECH cooperation are to promote the EU with its diversity and mutual understanding within the European society. EU values are objectives and overarching goals which matters in the development of a functional network. The essential factor is the internal understanding of utilizing the objectives to reach the audience and to create the foundation for equal partnerships where national interests are reflected but toned down for the cooperation. The evaluation will implement the described problems from the previous analysis and evaluate these with the theories. This creates three sections: 1. ECH in Hungary, which analysis ECHs role in Hungary to develop. 2. Organizational problems, which are the fundamental problem of ECH in Hungary. 3. Pragmatic production of partnerships, which are explaining the problems with a weak structure to construct developing partnerships within ECH.

#### 7.3.1 ECH in Hungary

The cultural institutes are moving away from the supporting role toward the developing and promoting role in cooperation with local partners to reach the audience. The essential objective is to reach the audience in the first time, and then the environment is the deciding factor for every cultural promoting institution. In Hungary the environment has an overarching political movement which is moving against fundamental EU values and therefore also against the ECH objectives on essential subjects. With conflicting perspectives on the common environments, the institutions and government are creating two different types of courses in which the cultural perspectives should be understood. Without neglecting the ECH cooperation, the government has a much stronger influence on the cultural field, with its close connection to the cultural means. This makes the government supreme in the definition of the cultural truths and direction. The government's

objectives are still against the fundamental objectives of ECH, which are forcing ECH to influence the positions where the definitions are constructed, to be effective and resourceful. This is leading to the backstage influence on the policy makers where the network is searching for influence with a two-way communication, where the developing of communications are creating a normative ground form for understanding between the structures. This understanding is being utilized from both sides of the structure to influence the environments they are working in. Through a constant developing interaction with political strategic agents, ECH influence on the construction of the environment made on a political level. This is demanding an ECH which is talking with one voice in the communication concerning the EU values and an internally developed strategy, which will be analyzed later.

The political level influences the environment, but the environment is also influencing the political, to construct the cultural environment. This is also the main ECH objective to reach the audience through projects constructed to create awareness of the EU. This is the front stage level where the institutes are all working and the diversity of the institutes is an addition to the projects made in the network. This is, through its diversity, a network which can unify the environment under the shared diverse norms, because of its immense frame of reference. The focus on the diversity is creating a communication which is pragmatic and geared after the national institutes, and not contributing to the construction of an internally improved structure of ECH. With a cooperation based on a national, pragmatically calculated coefficient of utilization of the ECH network, the basis for further connections in ECH are neglected in comparison with the national utilization of the projects and through this the development of ECH is neglected.

The cultural institutes want a strengthened ECH to supplement and strengthen their own work in the Hungarian environment, which is constructing an alternative interaction between the European institutions and the Hungarian agents. This is not the development of pro-European propaganda, but an opportunity to reach a bigger audience with a strong alternative with a broader view. The construction of the wider cooperation is creating a new and more differentiated field where the institutes can reach those interested in EU values and therefore also an opportunity for the national institutes. The institutes have different sizes and approaches toward the environment, and especially the small institutes can take advantage of the cooperation in the Hungarian environment, which will be analyzed in connection with the partnerships.

The ECH want to be a player on the Hungarian cultural market, and this has to come through two levels: the political and the audience based levels. Both levels need certain autonomy of ECH to



have an impact on the field, but this is neglected by the national institutes who are using the network to promote national interest. The diversity of the institutes can in the Hungarian environment construct specialized programs which both shows diverse programs, but also programs with a higher purpose than the 16 institutes single interests.

### 7.3.2 Organizational Problems

The organizational structure of ECH is developing the internal basis for the partnerships. We see the structures as first order contracts which are developing the partnerships, and through this the events and vice versa. This is an ongoing development of a closed, internal, referential system which is developing through communication on the basis of first order contracts. The structure of the network is pragmatic and not developed sufficiently, which is creating pragmatic partnerships where individual politics will be overriding the ECH agenda.

The structure of ECH is determined by a common agreement to the networks objectives to promote EU values. This is firstly the signing of the EUNIC guidelines and secondly ECH has developed its own more differentiated agreement toward the complex Hungarian environment.

The first guideline is an undifferentiated standard contract which duty is to bind the national cultural institutes to EUNIC and its objectives. The binding is developing top-down objectives, which are making a static not differentiated network in the complex Hungarian environment. Furthermore is the guideline provided without resources to implement the objectives, which is complicating the objectives implementation. This is a first order contract form developed to a general EUNIC for general objectives within EUNIC. The contract is not creating the basis for further and structured cooperation within ECH, and therefore ECH has developed their Memorandum of Understanding. The ECH Memorandum is developing the guidelines between the partners who wanted to become members of ECH in 2007, this is a differentiation from the overarching EUNIC and a better basis for a constantly developing ECH in the Hungarian environment in theory. The memorandum has transferred the objectives from the EUNIC guidelines, and developed further levels in the memberships within ECH, and finally produced a program that the projects have to be within (with exceptions). The memorandum is a first order contract which objective is to construct a differentiated foundation for ECH in the Hungarian environment. The memorandum, which has never been developed, is deeply influenced by the overarching guidelines, and is complicating the structure further with its additional membership approach. The desired functional differentiation is failing because of its missing differentiation.

This entails a difficult task toward cultural transmission, because of the network's missing pattern toward the complex Hungarian environment. The networks underdeveloped organization is fragile toward subjective influence, which has conflicting agendas toward the Hungarian society, this makes the ECH a semi-open system with pragmatic uncontrolled double contingency.

With the contract the network has added to internal levels of members, without developing objectives especially toward Hungary. This makes the objectives unmanageable because of their missing relations toward the Hungarian society, and promoting selective projects developed by the national institutes. The three different member levels inside the network constructing numerous approaches, objectives and relations inside ECH which are constructing an elaborate internal structure instead of making it more simple to reach the complex society. With the complex internal structure of the ECH, the first order contract has failed to connect the involved institutes to a common direction for the network, and have had the consequences that the national institutes have developed the direction. The multiplication within the network has not developed the cooperation internally, but more the externally which are reflecting the different policies' effect on the network. These have the consequences that the network's projections are influenced by national interests, and the network is not talking with one voice. This can also be seen in the benchmarks for projects made by the network, where at least the participation of three ECH members and five criteria ensures differentiated projects. The criteria are not reflecting the common objectives of ECH, but the diversity, and the projects are not to withhold the same criteria. This means that the ECH criteria are not following the Hungarian environment or EU values, but are following the national institute's objectives for their objectives. This is not because of an underdeveloped memorandum, but of a constant communication which has developed freely around the weak structure of ECH. The memorandum is not developed to a sufficient degree which is influencing the cooperation and communication in the network. The first order contract is binding the network and stabilizes the decision-making process, but with its underdevelopment the network is being paralysed and the production of events are being made in another forum and pragmatic uncontrolled production of partnerships are made.

### **7.3.3 Pragmatic Production of Partnerships**

The partnerships have developed around the network, and the network has produced many events in the Hungarian society. These relationships have developed based on mutual respect and relations in an area where the cultural institutes utilise ECH as an addition toward their national work. The partnerships are with the underdeveloped first order contract directed toward pragmatic events,

where the institutes have an institutional gain. The institutions want a plus sum relationship in the network, but with the partnerships it is currently only creating a parallel cultural environment without any clear objectives. The partnerships are, with their confusing current basis, without the long-term perspectives that the partnerships are constantly developing through—this is especially bigger issues on the cultural field, where the partnerships are lacking common structures to facilitate the partnerships.

In cooperation the partnerships create and are creating internal referential systems which are developing the network even further, this internal system is created by constant interaction that has been unevenly distributed, which is developing the partnerships functional communications toward pragmatic and not strategic use.

Outside and inside ECH the events and projects are creating pragmatic partnerships. This is also the case with neighbouring countries, which share common interests—this is creating regional partnerships with shared objectives influencing the cooperation within ECH. This can be observed with the Culture|Futures program which is a program with overarching objectives connected to the Hungarian environment. The fundamental objectives are present for a second level event taking advantage of environmental problems and developing it as time goes by, as a European focus area.

The program is not differentiated toward the environment and the communication is not a two-way developing stream, but a finished product promoted by the Danish Cultural Institute and supported by specific institutes. This is an objective with opportunities for the participating members, but with its missing mutual strategic dependence the development is not moving toward a plus sum cooperation, but a promotion on the basis of pragmatic first order objectives. This is a promotion of national produced knowledge in ECHs name, which is undermining the ECH because of its control from the institutes instead of reflective development in the partnerships. ECH are a cultural producer to the Hungarian environment, and want to be significant not only in the negotiation of solutions, but also focus on the problems' character and the horizon for a specific development through events, and through this the ECH have the possibility to develop their own identity. The creation of an internal referential system can be seen in the resistance on the prejudices field of ECH. Partnerships are creating a zone which is against prejudices of the different cultures, through the cooperation and the basis of understanding, the institutions are reflecting their own policies through their partnerships. This is a strong internal position which can create a strong internal strategic capacity which is developing and reflecting ECH core values. This is with its internal decisions making premise through the communications constructing an autopoeitic system, where

the prejudices resistance among the institutes are constructing an internal referential system, which are developing ECH from inside and reflecting these norms.

The big and small institutes have an externally based problem in the internal cooperation which is moving further from their natural disagreements, which can be observed as an addition to the cooperation. The functional communication systems are not reflected in the strategic sense of the partnerships, and the strategic ambitions and the strategic dependency inside the structure are neglected toward pragmatic partnerships, so the external problems also becomes internal problems and not a strength for ECH.

This missing functionality of the communication system is discriminating in favour of the institutes in the network that can take advantage of the ECH as a marionette for the institute's promotion. ECH gives the small institutes the possibility to reach a significant audience without strategic perspectives toward the ECH, which is leading to partnerships that are taking advantage of ECH and losing its functionality in the market as a strategic player.

The partnerships within ECH have a pragmatic position where the institutes are using the network to promote national objectives, this is a part of the diversity within the objectives made in the memorandum, but the strategic ambitions and strategic dependence are missing in the network, which are building overarching first order contract and reduce the functionality.

The problems of ECH is founded in the weak internal organisation of ECH, the objectives is not differentiated toward the Hungarian environment, but overarching objectives which could be implemented in Zambia as well. The objectives are not differentiated and the memberships are in three different levels, this is confusing the flow of the communication and is needed to be simpler. Finally are the partnerships evolving around the ECH which is diluting the networks perspectives to be a closed system. The problems of the network can be summarized in short to a missing membership organisation to promote EU projects, the program of the network is neglected which are preventing development of ECH.

## **7.4 Memorandum Developed**

This section of the memorandum developed will take the problems analysed previously and relate them to the organisational basis of the ECH. This is a critical assessment of the current development with organisational measures to meet the analysed problems. The development of the memorandum will follow the partnerships as an organisation of the second order. This means that the development

will detect the memberships, program, self-organisation and form of determination to guide the network towards an autopoietic system in the Hungarian environment.

The Hungarian environment, where the memorandum is developed, has changed fundamentally from an open environment toward being more conservative towards European ideas. This naturally affects the memorandum, where the enthusiastic attitudes towards events hopefully endure, but more fundamental, strong structures are needed. With strong structures a bureaucracy in a Weberian context can be implemented, with regulative procedures, division of labor, hierarchy and impersonal relationships, plus a clarification of the objectives of the network, but not heavy bureaucracy with significant legislation. The concrete changes of the ECH internal members, self-organisation and program can be seen in memorandum developed (Appendix 13).

The memberships of ECH are divided into three levels which are making the network opaque and incomprehensible for internal members and partners, which is decreasing the efficiency of the network and creating internal frustrations. A clearer developed structure of the members is needed, which can be organised by developing the project groups to implement different actors in the cultural field, in relation to projects. The second and third level members, who have no right to vote in ECH, can be implemented on a project basis whenever possible, making the project groups more diverse in a relationship where the diversity is productive. With the meetings of ECH reserved for the full members, the first order contracts are made on an equal level, and the further communication can develop. This creates the foundation for constructing an organisation in which internal structures are creating an internal referential system, which is reflected more easily in the working environment. The movement of external partners towards the relevant projects is a clarification of the first order contract, which stabilizes the decision-making process in the network. This is also an opportunity to create an institutional environment where the critical communication is not suppressed, but invited, structured, supported institutionally and in this way made productive through events. The assignment of the general meetings is to construct strategic goals in which the project groups are constructing mutual strategic dependence—this is constructing opportunities for the network as well as for the individual institutes for self-development.

To achieve self-development it is necessary for the ECH to construct self-organizing contracts where the organization of the network is a product of the internal communication. This means that the network's decision-making system is deciding the internal system, and with the prominent role of the national institutes the ECH is constructed through decisions made outside the network. This is weakening the network's organizational system and the validity of the programs coming from

ECH as an EU promoter. The memberships of the network have to be clarified—the current memorandum is containing three levels of memberships, and where only one has the right to vote. This is creating internal confusion and validity problems with European projects. Because of the members' overarching control of the network, it should only be for the institutes, and the partners can be implemented on a project basis. This constructs a more closed, coherent structure of the ECH which is projecting the network as one organization.

A change in the memorandum of the participating members to classify projects/events as EUNIC events need to be changed, the minimum limitation is three institutes to produce an EUNIC event. This relatively low participating level secures many events, but the events do not necessarily contribute to European values. Projects with regional and limited national interest could acquire EUNIC status without promoting overall European values and ECH. To meet the single or regional national interest in the network, the minimum participation to classify EUNIC projects is increased to five countries. The increase of participating institutes will undoubtedly move the focus toward more overarching objectives which should also include Hungary. Hungary and the EU should be incorporated more into the network according to the national institutes—the EU relation comes through following the already stated objectives in the memorandum, with the addition to promote the EU agendas or focus areas that are developed every year. This is structuring the network toward focus areas which have already been developed, and a chance for the institutions to construct possible subjects in good time. The trial and error process has in this relation an overarching objective and focus in the EU countries, which can ensure a better success rate for an EU promoter. The program terms of ECH are related toward European values in a multicultural view. This has been bypassed by the national institute's pragmatic approach toward the network. The organisation of the ECH themes can with a strict program toward the subjects and the terms, construct an internal opportunity for a decision making premises for ECH. The memberships and program are limitations and reflections for ECH in the closed environment concerning the institute leaders, but this connection also needs an organisation of the social dimension to reach the Hungarian audience. This is implementation of the differentiation/coordination developed through reflections made in the network to the social dimension of the network. In the memorandum this is reflected toward how the objectives should reach the audience of Hungary. The connection to the audience and the local partners constructs a focus area where the institute's leaders have doubt concerning the ECH networks role. The institutions themselves have moved toward the multicultural two-way

communication with local agents to take advantage of the Hungarian field. This is creating a direct contact with the Hungarian people without preferential objectives which differentiate people.

The ECH is, with its confusing levels and its programs, without local partners, constructing events that are not reaching the audience on their premises. This constructs limited programs without roots in the Hungarian environment, which will attract specific segments to the programs, and not the wider society which are the objectives from ECH. To reach a differentiation in the complex Hungarian society the environment has to be heard, this is through local partners who can also coordinate the programs toward specific Hungarian segments. The local partners are not going to be a part of the first two levels (members and program), but a regular part of the project groups who are developing the events and constructing the networks self development through programs. With local partners it means individuals selected by the institutes to develop events for the audience either on a single project basis or throughout a more permanent partner on the Hungarian field. The individual projects partners can specifically aim for the Hungarian environment and reach an audience, where a steady partner would focus more on the ECH objectives. These partnerships are not primarily concerning money, but the opportunities for the partners to develop further and in this way self-develop. The project groups with local presence are transferring the specific projects from the national institutes toward selected project groups, this transfer are moving the diversity within the network with the same objectives, and thereby developing the projects as a single network externally.

Finally, the ECH have to make its form of determination (which includes the three previous themes as a process) toward the continuous work made in the network, this is an organisation of the communications operation within ECH. The controllers of the network have to confirm the ECH with an internal decision making premises toward the partners to create a sustainable development, this is a framework where ECH develop its internal systems (without this the network do not develop). To construct a framework, the first essential order is to develop and sign the memorandum made in ECH cooperation between the partners. The memorandum is a first order organisation form which is constructing the formal borders of the network, and through this the organisation of second order. With a signing of the memorandum in a developed form with more focus on the members, program and internal development, the network is constraining the national interests in the network, but not the communication and enthusiasm of the mutual relationships. This is constructing an internal network where the institutes are agreeing on first order organisation within a system which promotes its own products. Internal development is constructing a network

which is differentiated toward the complex Hungarian environment as a self-referential and projecting network, which is developing with its internal constant communication and supplied with objectives from the EU. With all the institutes coming from within the EU the structure is also contributing to the institutions self-development.

The memorandum has to be developed through constant communication between the partners of ECH, so the structure is always under development from within the structure. The first order contract has to be signed and accepted by the institutes as a limitation for the networks decisions validity. This is reflected to the memberships which construct a clarification of the position within the network—here the ECH have to make the organisation clearer and keep the overarching ECH strategy reserved for the full members. After the fundamental membership's clarification is made, the purpose of the network has to be clarified to ensure a direction of the developing communications, for the future perspectives. The direction has been stated by the institute leaders to focus more on EU values, to utilise the network in the best way possible and create a plus sum corporation and events. EU values are the objectives and the means are the local partners to reach the Hungarian audience. The local partners and stricter terms to the classification of EUNIC programs have the potential to displace the national pragmatic advantage of the network and construct an autopoietic referential system. The start is to implement a new and differentiated memorandum with internal objectives which have to be achieved as illustrated in figure 7. The diversity is still a part of the network, but transformed within ECH, the development of internal structure of ECH add on a common level of ECH which can be utilised both for the audience, but also for political leverage.

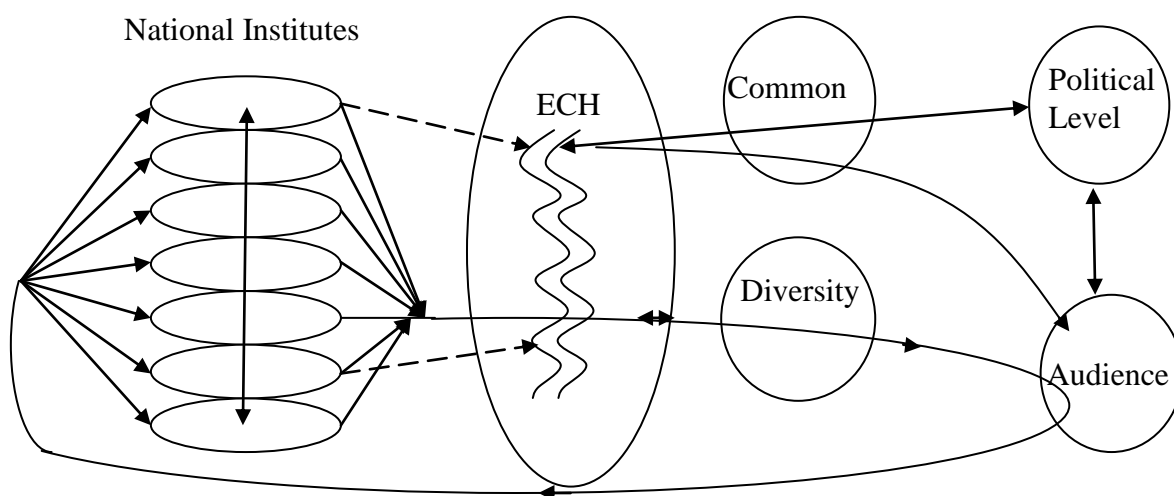


Figure 7: Is showing ECH with internal developed strategy, where the diversity is apparent, but developed through the network (the benefit still is the single institutes). The internal structure produce an addition to the network on the common field, which can be used on front and backstage. The objectives also come from the single institutes, but are more restrictive by its common basis.



## 7.5 Discussion

This section will discuss the previously analysed problems of the cooperation within ECH in combination with the memorandum development perceived through experience in the network.

The institutions agree that a strengthened ECH would help the institutions to create an additional forum that can develop the institutions own position on the Hungarian market, but also as a closed environment promoting EU values. The national influence is neglecting the EU values and the network is developing on a pragmatic basis, without any strategic ambitions or dependence toward each other. Do the institutes really want to strengthen the ECH or keep it within arm's length toward the national institutes?

The national institutes are taking advantage of the ECH cooperation to reach a bigger audience and new connections for the small institutes, and promote languages and structures for the big institutes. At the same time the national institute's requests more projects made in the network, without national interference. This is a paradoxical position where the institutes' influence on the network has weakened the same network which the institutes want to be stronger. The national institutes is very cautioned against more legislation within the network, which burdens the institutions, but also deteriorates the institutions free movement and utilisation of the network. This means that the institutions want to keep control over the network without losing their influence. The implementation of legislation could change the institutes' advantage of the network immediately, but also remove the basis of the whole network which is the mutual cooperation between the institutes. Implementation of legislation at the current time would not help the network's program problems, but only construct a first order binding in ECH that would paralyse the network because of the degrading position toward the institute's enthusiasm for the work and more structures to the already pressured institutes. The institutes have to go back to the fundamental objectives that founded the network, and develop these on a first order level without the implementation of legislation, but with a stricter approach toward the cooperation and the fellow partners within the network. The network is at the current time filled with second and third level partners who are contributing to the network and a part of the overarching partnership, but without having internal power. These have to be removed from the overarching meetings, not as a degrading of the members, but toward a more functional position in the projects. This is a hard assignment, which has to be discussed between the full members. The institutes have to notice that a more rigid structure can also be an advantage for them, since it gives ECH the possibilities to promote on a bigger scale where the network was too diverse before. The structural institutes such as the Danish,

English, German and Czech have all been into these subjects because this will give the network an opportunity to be active on a political scene as a common player. The Estonian and Romanian institutes are positive toward EUNIC-specific programs and a more closed system and in this way can follow the closed system in the influence against the political scene in Hungary. Then only the French are missing who are more restricted toward political influence from the ECH and a more closed structure. The differences inside the structure are an advantage for the further cooperation, but currently they are an obstacle toward fundamental changes in the program and memberships of ECH, because of the weak internal structure. The French Institute also underlines the structural problems in the network, which a developed memorandum will encounter and furthermore the French will not risk to be sidelined toward EU projects.

The national institutes have all expressed that the structures of ECH should be improved, but is a developed structured ECH more significant than a platform for national institutes to promote own values? Ideally an increased structure of ECH would accommodate both differences and associated relations in the closed system, and the network would function on various levels very naturally.

The ECH have worked in a positive and continual cultural environment until the current time in Hungary where the conservative movement and the financial crisis are pressuring both the national institutes and the ECH to create more for less. With several national institutes and ECH working in a shifting environment which are affecting the cultural field in a restrictive manner, the deficiency of structure becomes evident in ECH. This can be the opportunity for ECH to reorganise the structure and to update its objectives from within to reach new and bigger audiences and influence.

The institutions have the supreme authority over the network, which has been seen throughout the assignment, and they are also deciding the implementation of a new memorandum. For the time being this could make ECH more efficient and a player on the cultural field controlled by the national institutes.

The conditions are present and the realization of the institute leaders are that the structures need to be developed, but the decisions of the institute leaders are not possible to predict and the product of their future decisions have unintended consequences to be dealt with in this assignment.

## 8. Conclusion

This section is a specification and clarification of the acquired knowledge constructed through the analysis and the discussion. This section will create a clear picture of the results of the analysis in connection with the formulated problem at the beginning of the assignment.

As already described at the beginning of the assignment, the ECH currently has problems in Hungary. The conservative movement, the financial crisis, the national institute leaders' control, and an ECH network which has been driven on enthusiasm and mutual good relationships, without internal structures to fall back on. The factors are many and the institutions have recognized that there are problems within the structure, but what the problems specifically are, is as diverse as the national institutes. The diverse positions of the national institutes are a natural asset in events where the diversity of the EU is reflected in the institutions as an external projection. But internally in ECH, where the diversity could construct dynamic and much specialised projects toward the Hungarian environment, these are neglected by the national institutes' objectives. It is in the internal structure of ECH where the problems of the network are developing.

The institutions have recognised that the ECH is not working optimally because of internal problems of the network. This is both reflected in the objectives of the network which is diverse, and the structure of the network which seem inadequate. The problems are a symbiosis of the national institutes influence and the weak structure of ECH. The members of the network are overcomplicated through the tree levels and are constructing a uneven field of cooperation. This is in a network which program (foundation) is neglected and too simple to the complex Hungarian society, and the strong institutes. And furthermore are the objectives toward the Hungarian environment transferred from overarching EUNIC guidelines toward the networks field of cooperation. These problems are not constructing an self developing network with a self referential closed system to influence and promote, but an network which is controlled by the national institutions as a marionette. These problems created the basis for the formulated problem set at the beginning of the project:

**What are the current problems with the ECH structure in the Hungarian environment and can internal improvements enhance the functions of ECH?**

The current problems within ECH are a combination of underdevelopment on several parameters in the internal networks structure which is a case between the national institutes. Firstly, the network

has a memorandum which has never been developed. This is a memorandum which was constructed in 2007 between 11 institutes but never developed further throughout the years. The partnerships have developed internally and externally of ECH and have become stronger, but the ECH has not. This has entailed that the memorandum has been neglected and the objectives and procedures been forgotten by the national institutes. Furthermore, the ECH has more levels in its memberships than promoted in EUNIC, which is confusing the members more than promoting internal partnerships within ECH. The missing internal development is affecting the network's opportunity to be a player on the political level as well.

Internal improvements have to be made to develop the network from the currently deficient form according to the institute leaders. The deficiency is already present in the fundamental memorandum which is supposed to support the ECH at all times and especially in recession periods. The national institutes' leverage is the main problem together with internal underdevelopment, this means that a development of a binding memorandum with memberships, program, self-organisation and form of determination, will encounter the national institutes' supremacy and utilise the influence to enhance the functions of ECH. This can be seen in the developed memorandum which is implementing more strict procedures to label events as a EUNIC program, and more internal cooperation through working groups to develop the internal structure of ECH. The internal development of ECH can enhance the functions of ECH especially on wider subjects where the network can function as a unifying event promoter, and through this also project larger problems than the single institutions. The internal structure develops the network toward a closed system which can be an advantage for all the implicated institutes.

The question which follows is if the institutes really want to strengthen the cooperation on behalf of less national unilateralism? This is an open question.

## 9. Perspectives Toward Influence and Money

It has been mentioned in the interviews and throughout the assignment that the institutes want the ECH to focus more on overarching European values, and the national institutes should organise the network to be a platform for these values. If the ECH is promoting European values through events and their internal structures are reflecting the same values, why not take the level of cooperation a step further with a direct contact to the European External Action Service (EEAS), to construct the foundation for direct European cultural diplomacy and funding through European projects? EEAS serves as a diplomatic corps for the EU, implementing the EU's Common Foreign and Security Policy and other areas of the EU's external representation.

The EEAS is an overarching institution, made by the European Union in the field of external relations—this is the same field EUNIC is in, but EUNIC is on a more pragmatic level close to the people. A fusion between these organisations could create a pragmatic constellation where the EEAS has economical strength and developed overarching objectives from EU perspectives on a higher level. And EUNIC has the connections with the people and pragmatic knowledge toward implementing EU values in the differentiated environments. The usual cultural diplomacy that was promoted through the national institutes cannot simply be transferred to a European level. The single cultures selling, promotion or market the cultures is related toward old cultural diplomacies, however it makes more sense to exploit the power of culture by utilising it to connect people and as a medium for exchange between equals, which is also the case within multicultural promotion. With a close cooperation with the EEAS as a partner, ECH clarify its role as an EU values communicator. This will focus more on the shared messages and narratives of the EU, instead of the diverse elements of the 16 institutes. With EEAS as a partner in ECH, the objectives toward the cooperation will automatically have a European level that the national institutes have to incorporate. The implementation of EEAS creates possibilities for the ECH to combine EU values directly from the EU and an strong active partner which could counterbalance the national institutes influence. Furthermore, EEAS could gain significant practical knowledge through two-way cooperation with the people outside Brussels. The cooperation will gain an ECH advocacy role, and furthermore move the network toward a closer structure and a more coherent direction. The direction is downgrading the nationally directed influence and steering the institute in a multicultural environment direction where the market is decisive. This will follow a model with market driven processes where the ECH's primary agenda is to reach the audience in the environment. Here the ECH can combine the resources of the national institutes and expertise to design and carry out joint

projects in the field of intercultural understanding. Among the cultural institutes the resources are not unlimited and especially not in a context where national interests are not promoted directly. Where the people are, the companies are as well, which the national institutes have elaborate cooperation to fund their individual programs. Here the ECH, with a stronger multicultural direction with contact toward the Hungarian people, is a potential partner for bigger multinational companies, who want to promote themselves through multicultural events, on a bigger scene. Companies have the resources for funding events made by ECH and ECH have connections and objectives which companies can relate to. The companies are not a part of the overarching objectives and membership structure, but can be brought in on a project basis to construct bigger and more elaborate events. Bigger events with a more elaborate EU perspective established in Hungarian society are creating more internal leverage in ECH which can be utilized in the cooperation with companies to construct even more events and leverage. The objectives from EEAS and the funding from transnational companies, could develop the autopoietic system of ECH toward a self referential closed system which in the future could neglect the national institutes, and constructs its own closed system.

The first construction of the internal system of ECH is the biggest problem for the current ECH, but with an internal development of the network, the next problem of the network could be an institutional matter.

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## **11. Attachments**

Appendix 1: Interview Mail

Appendix 2: Interview Guide

Appendix 3: EUNIC cluster guide

Appendix 4: EUNIC standard charter



Appendix 5: ECH Memorandum

Appendix 6: Interview French institute

Appendix 7: Interview Romanian institute

Appendix 8: Interview Czech Centre

Appendix 9: Interview Estonian institute

Appendix 10: Interview Goethe institute

Appendix 11: Interview British Council

Appendix 12: Interview Danish institute

Appendix 13: Memorandum developed